



PMI Japan Chapter

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PMI Japan Chapter Annual Report 2024



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About PMI

Project Management Institute, Inc. is a not-for-profit professional association for project management founded in Pennsylvania, USA, in 1969. It aims to promote the effective and appropriate application of project management practices and principles.

It is a global organization with more than 740,000 members worldwide and 300 chapters in about 100 countries as of December 31, 2024.

PMI standards such as PMBOK® Guide are widely supported by professionals around the world. PMI also offers a series of certifications, including PMP®, and has 1.57 million PMP®-certified professionals worldwide. It provides opportunities for capacity building through a variety of events, seminars, and e-learning courses, as well as research and analysis of global trends and proactive information dissemination. In addition, through its multifaceted activities, it continues to provide value to increase understanding and interest in project management, to encourage professional growth, and to contribute to the business success of companies and organizations.

Much of PMI's activity takes place through chapters around the world, which are led by volunteers and serve as a place to help participants meet new professionals, network and share their knowledge and experience.

About PMI Japan Chapter

PMI, Inc.'s chapter in Japan was first established in 1998 as PMI Tokyo Chapter. Subsequently, in 2009, it established the organizational foundation as a general incorporated association and was renamed to "PMI Japan Chapter." We have entered into an agreement with PMI, Inc. to share its philosophy and develop activities in accordance with its policies and regulations and are authorized to call ourselves PMI Japan Chapter. We receive a variety of support and guidance from PMI, Inc. including membership management, and work to develop and promote project management through interaction with chapters around the world.

By the end of 2024, PMI Japan Chapter grew to over 6,500 members, making it the fourth largest chapter in the world. It has developed a number of unique measures that go well beyond standard chapter activity and has attracted the attention of PMI, Inc. and numerous chapters. We also communicate information to 15,000 PMI members and 50,000 PMP®-certified and other qualified professionals in Japan.

PMI Japan Chapter also holds numerous events with the support of member volunteers and corporate sponsors. PMI Japan Chapter has established a unique management style that is not found in other chapters. Study groups, committees, and other chapter societies are open to members, and the chapter actively encourages participating members to engage in free and vigorous discussions and to share a wide range of knowledge and experience.

In addition, we have established the Secretariat's administrative structure with full-time staff to provide stable member services.

Message from the President

The year 2024 began with the Noto Peninsula earthquake, followed by a series of accidents and disasters. I would like to express my deepest sympathy to those who were affected and are continuing to face difficulties.

We were reminded once again of various challenges we face, including disasters that are becoming more serious due to global warming and their adverse effect on agriculture and fisheries, local communities' declining response capacity due to the aging and shrinking population, and the Nankai Trough earthquake for which we need to be prepared. Although stock prices reached new highs, working generations are confronted with economic conditions that they have not experienced before, including inflation, rising interest rates, and weaker yen. Meanwhile, many Japanese athletes, including Otani, delivered successful performance across the world, and Japan's strength in the domains of content such as movies has been highly acclaimed. Also, the number of foreign tourists reached a record high.

The membership of PMI Japan Chapter increased from 6,188 at the end of 2023 to 6,520 at the end of 2024. Corporate sponsors also reached another record high. I deeply appreciate the understanding and support of our members and sponsors. In particular, I would like to express my sincere gratitude to many volunteers who actively engaged in various committees, study groups, programs/projects and community activities for their contribution.

In March 2024, PMI announced a new strategy called PMI:Next, which spells out its commitment not only to project management but also to project results. And it redefines project success as the achievement of results that exceed effort and resources expended, rather than the achievement of QCD of the original plan. It also highlights a policy of focusing on creating a virtuous circle that promotes the growth of our members.

At Japan Chapter, the measures that we have been focusing on for the past several years have taken root, and the results are beginning to materialize. We published the fourth volume of the Project Management Research Report, and the PM Award had its fourth round. The publication of the translation of the PMI standards and seminars introducing the standards were also well received by many people. "Project Management through Manga" has 11 episodes released so far and is also expected to be rolled out overseas. Our SDGs-related activities are also continuing to extend their reach. In addition, we provide training to Japan NPO Center and Okayama University to expand the scope of application of project management.

We launched "communities", which are open to non-members, in 2022, and now have eight communities. They are a place to share issues and knowledge through interaction with a diverse range of people, as well as to promote understanding of Japan Chapter to a wider audience. AI@Work, one of the first community launched,

obtained an opportunity to speak at the PMI Global Summit 2024 and shared its advanced activities with the world. Future Creation Community has steadily been expanding the circle of young people and has made a significant contribution to attracting young members. The newly established Government Community is also experiencing rapid expansion. Open community activities also play an important role in uncovering latent demand for project management. In parallel, we have newly established the "Step-up Project Management Study Group" to provide an environment in which new and young members can freely engage and feel comfortable participating.

While business opportunities and social development are anticipated due to advances in AI, a variety of challenges are also emerging. While actively utilizing new technologies to overcome many of the challenges mentioned at the beginning, we must also work to address their adverse effects, and the importance and the scope of application of project management continue to grow. Japan Chapter will continue to work with its members along their path to improve their capabilities to meet the demands of the times and contribute to society, and we look forward to your continued support and cooperation.

PMI Japan Chapter
President, Takeshi Hayama



Photo Gallery 2024





PMI Japan Forum 2024



PMI Japan Forum 2024



Chapter Society Leadership Meeting



Activities by Corporate Sponsor Employees



Activities by Corporate Sponsor Employees



Monthly Seminar: Art WS



Monthly Seminar: First On-Site Event in Four Years, Preparations Underway



Japan Festa 2024



Japan Festa 2024

PMI Japan Forum 2024

Dates : July 6 (Sat) - August 31 (Sat), 2024

Theme: The Future of Work

Lecture format : online streaming (real-time, on-demand), some offered onsite

[Keynote speeches and invited speeches] July 6 (Sat) and 7 (Sun)

- Offered onsite : July 6 (Sat), 2024
Venue: 2F, TKP Garden City PREMIUM Akihabara
Front Place Akihabara, 1-7-5 Sotokanda, Chiyoda-ku, Tokyo 101-0021
- Real-time streaming : July 6 (Sat) - 7 (Sun), 2024
- On-demand : July 8 (Mon) - August 31 (Sat), 2024

[Chapter societies, sponsors and academic lectures]

- On-demand : July 6 (Sat) - August 31 (Sat), 2024

No. of lectures: Total of 75 sessions

● Keynote and invited speeches:	12
● Academic lectures:	8
● Other lectures:	
Chapter societies	41
Corporate sponsor study groups	3
Sponsor companies	11

The theme of the PMI Japan Forum 2024 was “The Future of Work”.

In “post-COVID-19 2024”, the 2024 Forum was held in a hybrid format, with the first day of the event held onsite for the first time in five years, and Mr. Pierre Le Manh, President & CEO of PMI, was also invited, together with online streaming. The Forum was again successfully concluded with a wide variety of lectures, including invited speeches from various fields, a wide range of research reports rooted in practice, and the current status and future of academic research.

[Keynote and Invited Speeches]

Mr. Pierre Le Manh, President & CEO of PMI, and PMI Japan Chapter President Takeshi Hayama gave a keynote speech, which was titled “AI Transformation of Project Management”. Then, 11 domestic experts delivered lectures on a wide variety of topics including the need to transform companies and projects using digital technologies such as AI, DX, and smart systems; management approaches that go beyond conventional boundaries such as ROIC management and business continuity planning (BCM); the development of holistic optimization management; initiatives aimed at solving community issues and sustainable development, such as community decarbonization and digital rural health special zones, and the importance of personal growth and updating skills through micro-credentialing and recurrent education.

[Academic Lectures]

The Forum offered eight academic lectures. With regard to project management education in each organization, a balance between theory and practice, responsiveness to diverse learners, and collaboration with communities were emphasized. In particular, it was again demonstrated that classes incorporating PBL are effective in improving students’ independent learning and problem-solving skills. There were also lectures from a global perspective, such as those on the introduction of Japanese-style technical colleges in Mongolia and

the initiatives to contribute to solving issues in local communities, demonstrating that project management education contributes to the improvement of leadership, communication skills, and cross-cultural understanding.

[Chapter Society Lectures]

The Forum also offered on-demand access to all lecture videos, a component that has been ongoing since 2020, (41 sessions from chapter societies and open communities, and three sessions from corporate sponsors and study groups) on research reports prepared in advance by each speaker.

In addition to those on the impact of AI technologies, including generative AI, on project management and how they can be used, many presentations focused on the SDGs, emphasizing the importance of project management for a sustainable society. There were also introductions of new tools and methods to support efficient PM practices, such as self-transformation and reskilling of project managers in the DX era, the Business Model Canvas, and AI-enabled tools.

[Sponsor Lectures]

There were 11 lectures presented by companies sponsoring the Forum 2024. As with the research reports, they were delivered on demand via video. Many of them emphasized autonomous employee behavior and management and covered how AI can be used to help manage projects and solve problems. The lectures also noted that it is urgently required to build an organizational structure that is resistant to transformation, and pointed out the importance of strengthening agility at the field level rather than top-down, improvements in competencies and conceptual skills in project management, and the need to consider the conformity of local practices with international standards, focusing on the differences between Japanese practices and the PMBOK® Guide.

PMI Japan Festa 2024

Dates : November 9 (Sat) - November 30 (Sat), 2024

Theme: Riding the Waves of Change! - Strategic Project Management under Uncertainty -

Lecture format: streamed online

Total of 10 lectures

- On-site and real-time streaming
November 9 (Sat)
Five lectures
- Real-time streaming
November 10 (Sun)
Five lectures
- On-demand streaming
November 11 (Mon) - 30 (Sat)

Japan Festa was held for the 16th time in 2024. We had decided not to hold the event onsite due to the spread of COVID-19 in 2020, and it has been held entirely online for the subsequent four years. In 2024, the first day of the two-day event was held in a hybrid of onsite and online, and we worked on the seminar program to evolve Festa so that the best of online and the best of onsite would be offered.

As in 2023, we invited the Best Project Award winners of the PM Award and other leaders from various fields took the stage. The event received extremely high evaluations and ended in great success.

Operational Ingenuity

This year, we again received positive feedback for our video and graphic recordings of seminar program preparation activities, including pre-rehearsals with lecturers and other planning and management activities.

Collaboration with Other Events inside and outside PMI Japan Chapter

Festa collaborated with the PM Award again in 2024, and the winners of the Best Project Award in the two PM Award categories (the small & medium-sized organization, and large organization categories) presented their projects.

Networking Party

A networking party was held after the five lectures on the first day of the event, at the occasion of the first on-site event in five years. It was also joined by lecturers, and people enjoyed engaging in conversations.

Feedback from the Audience

The survey results show that the total of “very good” and “good” audience satisfaction exceeded 99%, indicating that Festa was very well received.

Comments received:

- Very interesting topics each time. Topics included those that are not only advanced but also eye-opening, making the event very interesting.
- It was a great opportunity to understand project

management based on a variety of topics, and to hear the opinions of various people at the social gathering.

- The speakers were diverse, and many of the topics focused on human interactions, rather than simply IT, manufacturing, construction, or other onsite projects. I was able to enjoy all the speeches including the ones delivered by speakers in fields completely unfamiliar to me.
- It was the first time in a long while that I participated in person, and it was better than participating via online streaming.

Participation Modalities of the Audience

The following is a breakdown for each of the three types of attendance: onsite, real-time, and on-demand (the audience data by delivery platform).

Audience on the first day: 30 onsite participants, 52 participants via real-time streaming (average over five sessions)

Audience for the second day: 67 participants via real-time streaming (average over five sessions)

On-demand audience: 219 participants (average over 10 sessions)

The audience data of “real-time streaming” and “on-demand streaming” from the survey results showed that those who used “real-time streaming” accounted for 29% of all.

Summary

The first day of the event was held at Akiba Plaza, very near to Akihabara Station in Tokyo, which was the first time held onsite since November 2019, before the spread of COVID-19. We would like to thank all the participants who came to Akiba Plaza and those who viewed it online.

The environment surrounding us continues to change at a very large and fast pace. We hope that the 2024 Festa and other activities of the seminar programs will help you not only ride the waves of change but also create the next wave of change.

Highlights of 2024

PM Award 2024

The PM Award was established in 2021 in cooperation with PMI to recognize outstanding projects carried out by Japanese companies and organizations with a basis in Japan that can lead to the creation of the future. Many “projects” are taking place around the world, and they are changing society. PMI and many other overseas organizations have established the awards program to recognize companies and organizations that are implementing a variety of outstanding projects and excellent project management practices. PMI Japan Chapter also operates PM Award with the cooperation of PMI.

For more information on the PM Award, please visit the website at <https://www.pmi-jaward.net/>.

For the PM Award 2024, applications were accepted in two categories: the small & medium-sized organizations, and large organizations, and eight projects were selected as finalists from all the applicants. In addition, 1,720 people registered to view the seminar introducing the finalists, and more than 1,100 people participated in voting in both categories. Ultimately, two Best Project Awards, eight Outstanding Project Awards, and six Special Awards were selected.

Many people from the award-winning organizations and related parties attended the award ceremony and the commemorative party afterward where they celebrated the winners.

Award-winning projects and the organizations in “PM Award 2024”

Small & medium-sized organization category

Award Names	Awarded Projects	Awarded Organizations
Best Project Award Special Award [PMI Asia Pacific Award]	Development of Generative AI Solution Specialized for the Rehabilitation Field	Seiwakai Medical Corporation Group, MR&S Limited, SDX Research Institute; PLEAP Inc.; Seiwakai Medical Corporation, Saito Rehabilitation Hospital; Seifukai Medical Corporation, Kawanishi Rehabilitation Hospital
Outstanding Project Award	“Japan-India Harmony Festival” Project to Bring Music to Children in India	Japan-India Harmony Festival
Outstanding Project Award Special Award [Persol Research and Consulting Co., Ltd. Well-being Award]	Development of Local Retail Business Model Using the BAITEN STAND Unmanned Sales Register	AIBOD Co., Ltd.
Outstanding Project Award Special Award [Okayama University SDGs Innovation Award]	PROJECT ATAMI	PROJECT ATAMI Executive Committee

Award-winning projects and organizations in “PM Award 2024”

Large organization category

Award Names	Awarded Projects	Awarded Organizations
Best Project Award Special Award [Japan Information Technology Services Industry Association DX Award]	Seiho Open-Innovation Project (SOP) - Establishment of Common Life Insurance Platform for Corporate Pension Plan Administration -	Corporate-pension Business Service Co., Ltd.
Outstanding Project Award Special Award [ITI Innovation Award]	Are Brave Men Born from UX Design? Exhibition on Learning Important Things in Life from Games	Japan Institute of Design Promotion, TAKI CORPORATION
Outstanding Project Award	Global Quality Management System Reform Project	NTT DATA Group Corporation
Outstanding Project Award Special Award [MCPC Best Project Award]	TOYOTA x KINTO Unlimited Connected Drive Trainer (CDT) App Development	Toyota Motor Corporation, KINTO Technologies Corporation

We would like to thank those involved once again for the support and cooperation of many people, including the volunteers who ran the event, in bringing this year's PM Award to a successful conclusion. We will continue to improve the operation of the project management

program, while making it an initiative that will attract more participants and contribute to raising public awareness of project management more broadly.

Report on Overseas Events

Summary

Etsuko Mizui, PMI Japan Chapter Director

The events organized by the PMI were held mainly in the form of large in-person events in 2024, and the pre-COVID-19 pandemic bustle has returned. PMI has announced PMI:NEXT, a new strategy to shape the future and move forward in a rapidly evolving technology and business environment. Many events focused on AI, agility, and PMO, and there were lively discussions about the challenges faced by project management talents and the acquisition of new skills.

From PMI Japan Chapter, the directors and others who have taken the position around the period of the COVID-19 pandemic participated in overseas events and brought new wisdom and experience back to Japan by briefing their feedback on a public seminar. We will continue to incorporate the latest trends and knowledge gained from overseas events to further stimulate our chapter activities.

The Asia Pacific/South Asia (AP/SA) Regional LIM for 2024 was held in Malaysia, participated by seven directors from PMI Japan Chapter.

Dates: July 25 (Thu) - 28 (Sun), 2024

Location: Malaysia

Number of participants: 177

Participating chapters: 33 chapters

There were many sessions with lively discussions on PMI Next's priorities in the Asia Pacific region: (1) Expanding markets through marketing, (2) Increasing recognition of the PMI brand, and (3) Enhancing member value.

PMI Japan Chapter presented its study groups, one of the measures generating its growth. In particular, the introduction to its "open communities", where non-members and members collaborate, was well received as a case study.

I am going to take advantage of the knowledge, awareness, and connections gained from the participation in the LIM to further stimulate the activities of PMI Japan Chapter.

PMI Region 9 Meeting

Keiichiro Kaneko, PMI Japan Chapter Director

In April 2024, the PMI Region 9 Meeting, hosted by PMI AP, was held in Seoul, Korea in which President Hayama and three other directors from PMI Japan Chapter attended. In total, thirty representatives from Region 9 that consists of five countries of chapters in Korea, Taiwan, Hong Kong, Mongolia and Japan, with PMI China and PMI AP attended. The meeting explained the Purpose Statement "We maximize project success to elevate our world" and others in relation to PMI's future direction PMI: Next, and also introduced a student competition organized by the Hong Kong Chapter (participated by universities in Hong Kong, Mongolia, and Taiwan).

The Japanese representatives introduced their open community activities and use of manga. I found it very meaningful to listen to various ideas through interactions with the leaders of those chapters in Northeast Asia. At the same time, I realized the importance of sharing information about PMI Japan Chapter's initiatives with the wider world, as we are engaged in a wide range of activities.

ASIA PACIFIC / SOUTH ASIA LIM 2024

Yohko Ogawara, PMI Japan Chapter Director

LIM (Leadership Institute Meetings) is an event that brings together the directors and other volunteer leaders of chapters to develop new strategies for PMI, share best practices on chapter management, and build networks among chapter leaders.

Global Summit 2024

Keiko Sakagami, PMI Japan Chapter Director

PMI Global Summit 2024 was held from September 18 to 21 in Los Angeles. The number of participants in 2024 reached the 4,000 mark, bringing together project management professionals from more than 120 countries/regions. It should be noted that the 2024 Global Summit advocates the next generation as its target audience and that many participants were 44 years old or younger. Event planning was also geared toward the next generation, as the event presented a renewed image of new sensibilities with the examples of using breakdancing for the opening show and a young actress hosting the awards ceremony.

The opening keynote was "The Power of Purpose" by Mr. Afdhel Aziz, who was also involved in defining PMI:Next. It was about the value and expectations of Purpose. It referred not only to companies' Purpose Management, but also to Personal Purpose (the purpose of life), reaffirming its importance in today's world.

Next, Ms. Marita Cheng, who was in charge of the featured session at the young age of 35, had questioned the low number of female students in engineering departments when she was a university student and started with promotion and education activities named RoboGals (nearly equal to Rikejo), then has been rolling out AI-powered robots to assist people with disabilities in various countries. "It was only that I had what I wanted to make it happen, and I did all that it takes to bring it to the world." Her small body was filled with exciting and energetic power that transcended industries and countries to enrich lives.

Highlights of 2024

The final closing keynote was “The Fallacy of Impossible” by Mr. Mick Ebeling, the founder of Not Impossible Labs. It introduced various solutions that have made the impossible possible, such as inexpensive prosthetic hands made with 3D printers and a delivery service that delivers food to the poor in the United States. With his infectious smile, Mick conveyed his belief that all was impossible in the beginning and that the world can and will change.

Of the approximately 140 breakout sessions, the most popular topics were leadership (48) and AI (38), followed by PMO, agile, and communication. AI popularity is in the swim, however it is noteworthy that the number of human-related topics, such as leadership, is rather on the increase. In short, jobs that cannot be left to AI and that cannot be done without a human being may very well demand a higher order of humanity.

PMI Japan Chapter provided support to the Japanese speakers’ (Mr. Hiroto Kamba and Ms. Yahiyo Takegami) session and support for the 34 participants from 10 companies who attended from Japan to network. The selection of PMI Japan Chapter as a finalist for the Chapter of the Year Award was a result reflecting our members’ efforts.

The Global Summit was filled not only with heat due to the crowd but also with enthusiasm to learn something and connect with others. I encourage you to try it for yourself.

Taiwan Chapter 25th Anniversary Congress

Kazuyuki Taniguchi, Marketing and Membership Committee, Future Creation Program Leader

I participated in the PMI Taiwan Chapter 25th Anniversary Congress, which was held in Taichung and Taipei from October 26 to 27, 2024. The event was held under the theme “Technology and Sustainable Innovation in the AI Era”, with the keynote speaker sharing insights on the skills needed to leverage AI and the evolving role of project managers in the AI era.

An awards ceremony and a networking party were also held. It was a very exciting event with more than 500 participants from nine countries, including Taiwan, Canada, Hong Kong, Japan, Korea, Mongolia, Germany, Malaysia and the United States.

During the networking party, we exchanged opinions with the directors and leaders from each chapter and reaffirmed the importance of creating an environment where young members can take initiatives of making their learning successful. PMI Japan Chapter has also begun to implement measures targeting students as well as those in their 20s and 30s. We hope to further enhance the presence of PMI Japan Chapter in the PM community in the world by creating learning

opportunities regardless of different cultures and values.

PMI Mongolia Chapter 10th Anniversary Conference

Takanori Onitsuka, PMI Japan Chapter Director

The PMI Mongolia Chapter 10th Anniversary Conference was held on October 25, 2024, and I had the privilege of participating on behalf of PMI Japan Chapter.

Vibrancy of the venue was reminiscent of the early days of project management in Japan, and 800 participants (average age in their 20s, and 70% women) were all eager to get on board with this movement.

In addition to the extremely large number of volunteer staff members, I felt that the venue was designed with a very high level of entertainment elements, including signs decorating the venue, a collection of videos of board members’ comments, and the 10th anniversary cake for the networking party. Further, all the projects presented were large-scale and the IT projects were of a very high level, and I thought that there was no difference between Japan and Mongolia in terms of knowledge and practices. However, the conference made me realize that to PMI Mongolia Chapter, PMI Japan Chapter is the one to aim for and a firm leader in Asia.

I was greatly inspired by the event, and my preconceived notions about Mongolia were greatly overturned. I am very grateful for this extremely meaningful experience. I hope to share my experiences with many of our members and create opportunities for the chapter members to have similar experiences as well.

Hong Kong Chapter Project Management Congress

Tomohiro Okuda, PMI Japan Chapter Director

I attended the PMI HK Asia Pacific Congress 2024, which was held in Hong Kong on November 16, 2024. In addition to case studies done by the Hong Kong government, companies, and universities, the participants listened to valuable speeches/lecturers from a variety of perspectives, including presentations by the award winners of Region 9’s student case competition.

It was my first time attending an event overseas, however I was able to take home many insights such as strong messages conveyed from the speakers despite the short lecture time of 30 minutes per session, and the “hospitality” at the Congress, which gave me a sense of unity between the Hong Kong Chapter staff and participants. I would not have gained them if I just had only attended events held in Japan. I will make use of those insights in future activities of PMI Japan Chapter.

Future Creation Program Activities

Hideyasu Sugihara, PMI Japan Chapter Director

Our Future Creation Program has been conducting seminars and workshops for the past four years and, as in 2023, held a future creation event for young people, “What Are the Skills to Live in The Next Era? An Introduction to Management That Can Be Used from Tomorrow”, on August 25.

The morning seminar featured lectures by Mr. Yoshihiko Takubo, managing director at Graduate School of Management, GLOBIS University, on “Fostering Aspirations and Building a Career”, and Ms. Yolanda Kim of PMI Asia Pacific on “Catching Up on Global Project Management Trends!”.

In the “Project Management Workshop” in the afternoon, which was led by the members of PMI Japan Chapter, participants obtained practical PM skills through discussions and presentations. At the networking party, everyone had a good time with smiles as they reflected on the day’s learning and encounters over a sumptuous box lunch.

We also held the Future Creation Seminar (“Hitori PR, Strategic PR with Zero Budget” by Ms. Shiho Kitagawa on June 6, and “Project Management Skills to Open Up Your Career” on December 18) and workshops (Introduction to Project Management). We will continue to plan and hold events that meet the needs of young people.

Presentation of AI@Work at PMI Global Summit 2024

Yahiro Takegami, AI@Work Representative

I applied for speaking opportunities at the PMI Global Summit 2024, was selected, and presented the results of five years of work by AI@Work in Los Angeles in September 2024. I formulated the idea in June 2019 at a time when there was virtually no talk of PM x AI, and we have continued to explore from three perspectives (PM4AI, AI4PM, and AIK4PM) while deepening cooperation with outside AI experts and PMI Headquarters. Along with knowledge from the three perspectives on PM x AI, we also promoted the results and insights of the Community of Practice (CoP) operation, and received higher ratings than the event average on all scores.

AI is a knowledge domain that is explosively evolving and changing, and a CoP that deepens knowledge and

skills through sustained interaction is effective and brings short- and long-term value to both an organization and its members. The CoP operation, which is premised on web conferencing + Slack + Box, where everyone feels like a full member anytime, anywhere, has fostered many research themes and active discussions since the kickoff in January 2020. There are 271 registered members (as of January 31, 2025), with 40 to 80 active members at any given time who enjoy sharing and exploring their knowledge.

With the PMI x AI initiatives, there is now an abundance of intellectual property needed to become an AI-ready PM, and the question is whether one can take a step forward and take on the challenge of reskilling/upskilling. We will further develop the activities of AI@Work in order to remain project experts who make use of AI for value creation.

Short Educational Videos

Ryota Inaba, PMI Japan Chapter Director

In celebration of the 25th anniversary in 2023, PMI Japan Chapter has launched a channel to distribute short educational videos to promote the benefits of project management to a wider audience beyond those who are usually involved in projects in their work.

“A project” is not a special activity, rather refers to an activity with a specific purpose and duration.

In other words, job hunting, qualification exams, and event organization are all “projects”, and many activities in the world can be called projects.

With the spread of project management, many jobs in the world, daily life, career realization, and volunteer activities will be better, and society will be able to develop sustainably.

We call people who will lead the future and change the world “Change Makers”, and I believe that the spread of project management to many Change Makers will lead to the sustainable development of society.

Currently, PMI Japan Chapter has 36 videos available as educational videos.

In 2024, the Women’s Community and the Senior Community released videos, as well as the Standard Promotion Committee’s “Project Management through Manga” series.

We periodically solicit videos from respective chapter societies and encourage you to contribute content.

▼ PMI Japan Chapter Educational Video Channel

https://www.youtube.com/@Webinar_PMIJ/videos

Highlights of 2024

Issuance of Digital Badges for Study Certification

Shingo Fujii, PMI Japan Chapter Director
Naohiro Terada, PMI Japan Chapter Secretary General

Background

PMI Japan Chapter has been issuing digital badges to individuals who participated in and contributed to events the chapter organized. In FY2024, it also began issuing digital badges as a study certification to participants who attended educational programs hosted or sponsored by the chapter and successfully passed the evaluation of their learning outcomes.

In addition, PMI Japan Chapter took this opportunity to establish new “Guidelines for Issuance of Digital Badges” and decided to follow those guidelines when it issues its digital badges for participation awards, contributions, and study certification.

In FY2024, as the first of its kind initiative, study certificates were issued to participants who completed the “Basic PM Training for Okayama University”.

Issuance of Study Certificates for Basic PM Training for Okayama University

PMI Japan Chapter held “Basic Project Management

Training” for the staff of Okayama University’s Department of Comprehensive Technical Solutions in FY2024. The objective of this training is to learn the fundamentals of PM and to develop the ability to effectively manage projects using specialized knowledge. The content of the training is based on what PMI Japan Chapter has been providing for NPOs, which was customized for Okayama University later. The training consists of lectures and exercises to enhance the ability to make arrangements.

The training was held in three sessions between September and October 2024, and PMI Japan Chapter issued study certificates in the form of digital badges to the 24 participants who completed the course. The issuance criteria are whether the participants met PMI Japan Chapter’s guidelines and the standards of the Micro-credential Joint Working Group such as “participation in all sessions” and “submission of deliverables.”

This initiative is an advanced example of efforts aimed at improving the quality of learning and contributing to society, attracting attention as part of the Ministry of Education, Culture, Sports, Science and Technology’s R&D innovation promotion.

PMoA (Project Management of Arts)

Manabu Saito, PMI Japan Chapter Director

Project Management of Arts (PMoA) is an activity aimed at creating new value through survey and research on art projects from a project management perspective, which was launched in 2023 on the occasion of the 25th anniversary of PMI Japan Chapter’s foundation. In FY2024, it expanded to five projects with approximately 15 members and a total of 195 people, including collaborators, related parties in these projects.

Project activities carried out in the second year of its activity are as follows:

1. Japan Forum x Contemporary Art

Set up a photo booth to commemorate the visit of the invited speaker, contemporary artist Mr. Zon Sakai, with his work on display (July 6), and held an art seminar by Mr. Sakai in Akasaka, Tokyo, as a pre-event (July 5)

2. Social Event for Artists “Palette Table”

Held lunch exchange meetings with artists scheduled to participate in “ATAMI ART GRANT 2024” to learn about their creative thinking and exchange opinions on art projects (June and August)

3. Noto Peninsula Earthquake Disaster Relief “Noto-Korekarart”

Jointly with Hiina Action, a Kanazawa-based artist support group, launched “Noto-Korekarart (<https://www.art-archive.net/>)”, a project to support Noto Peninsula earthquake recovery through art (August).

4. PMoA Seminar @ Shibuya

Held PMoA Seminar “Is Art a Project? - Let’s Ask Project Practitioners!” in Shibuya (9/25). Had a total of six art project practitioners to introduce practical cases and discuss from the perspective of project management

5. Art Project Experience Program @ Atami

In cooperation with PROJECT ATAMI, a PM Award 2024 finalist, held “Dialogue with Creative Professionals Program on the Realities of Art Projects” in Atami during the “ATAMI ART GRANT 2024” (November 23). Also, held a study session and exchange of opinions with PROJECT ATAMI there to promote future collaboration with PROJECT ATAMI (November 24).

In FY2025, PMoA will strengthen research and study from the perspective of project management of art projects and, as the second phase of its activities, PMoA will launch full-scale activities to launch a community utilizing the personal relationships with art project practitioners and participants in various events that we have established over the past two years. In addition, as a way to strengthen relationships with collaborating organizations, it plans to cooperate from a project management perspective, focusing on the development of new businesses that utilize digital technology, such as the operation of the “ATAMI ART LINK DAO” launched by PROJECT ATAMI. If you are interested in PMoA’s activities, please contact us!

Open Community Activities

Hideyasu Sugihara, PMI Japan Chapter Director

Open-Community activities are one of the few activity schemes in which people who have not joined PMI Japan Chapter can participate, unlike typical chapter society (study group, committee, program) activities. The activities aim to provide PMI Japan Chapter with an opportunity to take in trends in the society, as well as to provide people in general with an opportunity to gain a deeper understanding of PMI Japan Chapter and join it in the future.

Currently, there are eight open communities (DA Community, Women's Community, AI@Work, Next Generation Community, Construction Community, Government Community, Local Project Managers

Community, and PM for Seniors Community), and many people participate in our community activities after agreeing with their purpose and direction of activities.

There has been a growing need for open-community activities, with Government Community, Local Project Managers Community, and PM for Seniors Community that were newly established in 2024, as well as a noticeable increase in membership in the existing open communities.

ParticipationIt is free of charge to participate, so we invite you to exploreplease check out our open community activities and feel free to join us if you find something of interest to you.

Newsletter No.100

Mitsuo Nakatani, PMI Japan Chapter Secretariat

In September 2024, PMI Japan Chapter Newsletter celebrated its 100th issue.

It has been published quarterly for the past decade or so; however, there was a time when it was published twice a year, as well as a period during which it was distributed by mail as a printed publication to major external organizations. In 2011, the editorial body was transferred from the subcommittee (the Information and Publicity Committee) to the Secretariat, and it also went through a change of disclosing the contents to non-members.

As PMI Japan Chapter now has a variety of tools to disseminate information, both in quality and quantity, including annual reports, e-mail magazines, project management research reports, and even social media such as YouTube videos and LinkedIn, the current newsletter is posted in PDF format on our website.

Short videos, such as those on TikTok, have become popular in recent years; however, in-depth descriptions and explanations require a certain amount of text. While our annual report, where about one paragraph per topic is allowed, are limited to describing the facts only, the Newsletter allows us to spend one or two pages to convey the thoughts and feelings of the parties involved. It is the Newsletter that has spun the history of PMI Japan Chapter, including records of events such as PMI Japan Forum and PMI Japan Festa, introductions to our chapter societies and corporate sponsors, and greetings from newly appointed directors, and that has conveyed the changes of the seasons and times.

I hope that we continue to foster it with you as a medium for expressing and recording the thoughts and feelings of our members.



Mid-Term Three-Year Plan

Confirmation of Progress of the 2023-2025 Mid-Term Plan

Kohji Morita, PMI Japan Chapter Director

In 2022, we formulated a mid-term plan for 2023-2025, for which year 2024 was a mid-point. The Executive Planning Committee has been leading the implementation of strategic measures and confirmed the progress made in the interim.

[Mid-Term Plan 2023-2025]

Mission

PMI Japan Chapter makes a sustained contribution to the realization of social, organizational, and individual value through project management by its members.

Vision

Understanding and mastering project management is recognized as a fundamental skill for all generations.

- In order to realize our mission and vision, we will approach our mid-term plan with the following policies:

1. We will appeal for the realization of value according to

“individual life stages”.

2. We will work to create a virtuous cycle of transmission of the “usefulness of project management” from the chapter to individuals, and from individuals to organizations and society.

- To realize our mission and vision, we will address the following key issues in our mid-term plan:

1. Provide attractive value to meet diverse member needs

2. Raise the recognition of project management in society

3. Establish a chapter management system that enables prompt decision-making and timely implementation of measures

[Problem-Solving Measures of Executive Planning Committees]

The progress of the measures in FY2024 for the three key issues listed is as follows.

Key Issue 1 Provide attractive value to meet diverse member needs

No.	Targets	Measures	Status	Promoters
1-1	Members, non-members, sponsors	Utilize the new website to provide valuable information	Continued	Member Services Committee PM Community Vitalization Committee
1-2	Members	Evaluate new PMI services and products and introduce those applicable to Japan	Continued	International Cooperation Committee
1-3	Members	Evaluate and select standards and provide Japanese versions	Continued	Standard Promotion Committee
1-4	Members	Disseminate the standards through seminars and other appropriate means.	Continued	Standard Promotion Committee
1-5	Regions (members and non-members)	Provide value in project management to members and non-members in the region	Continued	Regional Service Committee
1-6	Regions (members and non-members)	Organize local activities as a formal community (as an organization of PMIJ)	New	Regional Service Committee PM Community Vitalization Committee
1-7	Chapter members, prospective members, academic sponsors, and corporate sponsors	Make working professionals aware of the benefits of project management as a basis for recurrent education, reskilling fields, and the implementation	Continued	Academic Committee (Marketing and Membership Committee)
1-8	Academic sponsors	Provide a forum for the exchange of ideas among academic sponsors	Continued	Academic Committee
1-9	Corporate sponsors	Improve satisfaction with corporate sponsors	Continued	Marketing and Membership Committee
1-10	Non-members	Create an Open-Community for young people	Completed	Marketing and Membership Committee
1-11	Active members	Foster the leadership capacities of chapter members	Continued	PM Community Vitalization Committee
1-12	Active members, chapter members, prospective members	Identify member needs and communicate information	Continued	PM Community Vitalization Committee

Key Issue 2 Raise the recognition of project management in society

No.	Targets	Measures	Status	Promoters
2-1	ATPs	Strengthen relationships with ATPs	Not yet started	Marketing and Membership Committee
2-2	Non-members	Increase individual membership (general)	Continued	Marketing and Membership Committee
2-3	Younger generation (members and non-members)	Show the appeal of project management to the younger generation	Continued	Marketing and Membership Committee

No.	Targets	Measures	Status	Promoters
2-4	Non-members, sponsors	Utilize the new website to provide information, receive inquiries, and offer other opportunities	New	Member Services Committee * Establish a new management system
2-5	Members, non-members, sponsors	Spread PMI information through SNS	New & continued	Environment building: Member Services Committee Contents: Chapter societies
2-6	Global	Increase the chapter's global presence	Continued	International Cooperation Committee
2-7	Members and non-members	Expand the readership of the standards	New	Standard Promotion Committee
2-8	Regions (members and non-members)	Expand local community activities	Continued	Regional Service Committee
2-9	Government, educational institutions (universities, high schools, etc.), and corporate sponsors	Provide value in project management through industry-academia-government collaboration in the region	New	Collaboration among the Regional Services Committee, Academic Committee, Marketing and Membership Committee, and other committees
2-10	Local government	Disseminate project management to governments and increase government sponsorship	New	Collaboration among the Regional Service Committee, Marketing and Membership Committee, and other committees
2-11	Academic sponsors, students	Disseminate the concept of project management to students	Continued	Academic Committee
2-12	Students, corporate sponsors	Create attraction for both students and companies through their collaboration	New	Academic Committee Marketing and Membership Committee
2-13	Corporations and non-members	Enhance corporate policies to promote increased corporate sponsorship and membership	Continued	Marketing and Membership Committee
2-14	Corporations and non-members	Disseminate project management through collaboration with other organizations	Continued	Marketing and Membership Committee
2-15	Companies, organizations, non-members	Raise the recognition of project management in society through PM Award	Not yet started	Marketing and Membership Committee

Key Issue 3. Establish a chapter management system that enables prompt decision-making and timely implementation of measures

In FY2024, we identified priority measures and reviewed the Executive Planning Committees that are in charge of those measures, defining seven main priority measures and conducting medium- to long-term discussions.

- » Increasing the number of open communities in diverse industries
- » Sending presenters to overseas events
- » Disseminating PM to young people and students
- » Need for secretariat and professional staff
- » Training contact that is required by companies (ATP matching with corporate sponsors)
- » Review of the Board of Directors structure
- » Organizing chapter societies and open communities

Some of the accomplishments for these are shared below:

<Increasing the number of open communities in diverse industries>

In FY2024, Regional Working Groups and Senior Community were newly launched, bringing the total number of open communities to eight. Further, in December we started soliciting members for the "Project Management Study Group for First-timers" as a chapter society comprised of our members, and more than 70 people have expressed their intention to participate. The study group will be kicked off with more than half of the members being younger than 40 years old.

<Sending presenters to overseas events>

At its January 2024 meeting, the Board of Directors approved

a program to provide financial assistance to chapter members who are selected as speakers at PMI-sponsored overseas events as an opportunity to disseminate information from Japan and as part of member services.

In response, we supported expenses related to participation by chapter members in the Global Summit 2024 held in Los Angeles from September 18 to 21. Based on this trial, we plan to continue to implement the program.

<Need for secretariat and professional staff>

The chapter membership has been steadily increasing, which has led to a growing workload for of the Secretariat, particularly including member support. In addition, despite the aging of the secretariat staff presents challenges, as their duties are diverse, including publication-related work and management handling of various events. To address these challenges, we plan to strengthen concrete measures in our future mid-term plans. These include reducing reliance on individual expertise through, including the elimination of dependence on individual skills such as staff rotations, automating on of administrative tasks, and actively leveraging use of AI tools and technologies.

In 2025, the next mid-term plan (2026-2028) will be formulated. Reflecting the results of the current Mid-Term Plan, we intend to consider and implement measures that enable the return of value to our stakeholders.

Membership Benefits

Individual Membership System

➤ Benefits of Individual Membership

The best way to gain and demonstrate a deep understanding of systemized approaches, methodologies, and case studies in project management is obtaining and maintaining PMP®, a de facto standard credential in project management. The best approach is to become a member of PMI Japan Chapter.

➤ Benefits of Individual Membership in PMI Japan Chapter

1. Discounts on Seminar Attendance Fees

Members receive discounts on attending the chapter's activities, such as PMI Japan Forum, PMI Japan Festa, monthly seminars, and PMP® exam preparation courses hosted by PMI Japan Chapter. Due to the pandemic, all the seminars have been held virtually since April, 2020.

2. Participation in Chapter Societies

Participation in various committees and study groups allows members to improve their competency in project management, share and exchange information with fellow practitioners from different industries, and obtain PDUs.

All chapter society activities were conducted on Zoom. Outcomes from these committees and study group activities are presented during the PMI Japan Forum, which is held in the summer on an annual basis. In 2024,

our chapter societies delivered about 40 presentations to talk about the outcomes of their activities.

3. Orientation for Newcomers

PMI Japan Chapter holds free orientation 3 times a year for new chapter members, explaining about PMI, PMI Japan Chapter, and chapter societies.

4. Discounts on Project Management Books

Project management-related books were available to chapter members at a discounted price through the chapter's website.

➤ How to Join PMI Japan Chapter

To become a member of the chapter, you must first join PMI membership. Please visit www.pmi.org and create your account. Then join PMI as an individual member and select "PMI Japan Chapter" during the online application process. Credit card payment is the easiest option.

*Applied to consumption tax

PMI		PMI Japan Chapter	Total Amount
Application processing fee (*)	Annual membership fee (*)	Annual membership fee	
US\$10	US\$129	US\$50	US\$189 for the first year US\$179 from the second year

Corporate Sponsor Program

➤ About Corporate Sponsorship Program

PMI Japan Chapter offers a Corporate Sponsorship Program for companies keen to enhance their project management framework, share the mission, and support the activities of PMI Japan Chapter.

➤ Benefits of the Corporate Sponsorship Program

- PMI Japan Chapter holds liaison meetings of about 150 attendees, five times a year. Corporate Sponsors from various industries gain access to a unique opportunity to exchange views, expand their knowledge, and to network with project management experts.
- Corporate Sponsors' employees can join Corporate Sponsor Study Groups, which will enable them to improve their competency in project management.
- PMI Japan Chapter disseminates its email newsletter to inform corporate sponsors of the chapter programs and events planned and designed for sponsors.

Employees of corporate sponsors get a discounted price for books available at PMI Japan Chapter Bookstore and for events hosted by PMI Japan Chapter.

PMI Japan Chapter publishes logos and names of the Corporate Sponsors on its website. This way, the Corporate Sponsors can raise their business profile as a corporation dedicated to project management.

➤ 2024 Corporate Sponsor Program Results

(1) Corporate sponsor liaison meetings

The corporate sponsor liaison meetings are designed to keep PMs and PM human resource development departments up to date on the PM world, and are open only to employees of our corporate sponsor companies. In 2024, the June and December liaison meetings were held "onsite, real-time streaming, and on-demand," and the March and September liaison meetings were held with "real-time streaming and on demand". The meeting was held four times in March (151 participants), June

(164 participants), September (157 participants), and December (183 participants) of the year, and PMI Japan Chapter issued PDU certificates (2.0 to 3.5 PDUs) to participants free of charge.

(2) Release of deliverables

- In August 2024, the Young PM Development SG released the “PM Characteristics Table for Selecting PMs in the Coming Era” for corporate sponsors. The Young PM Development SG was established in November 2010 in response to the urgent issue of “young PM development” highlighted in the Japan Chapter corporate sponsor survey at that time. The “PM Characteristics Table” for selecting PM candidates was reviewed at a time when about ten years had passed since its publication, in line with recent changes in the project environment. We hope you will find it useful, not only for selecting PMs, but also for their training and as guidance for required

actions for PMs’ improvement of their own skills.

- The Human Resource Development SG published the following two papers in the Project Management Research Report (Vol. 4 No. 12024) in March 2024.
 - ◎ Utilization of Agile in Study Group activities
“How to Continue to Produce Output, Even Little, under Constraints”
Chikako Mogami
 - ◎ Initiatives for education to enhance project management power skills using scenarios
“Example of Using the ‘Project Manager’s Human Skills Development Guide’”
Kiyomi Miyoshi
- The Case Method SG is preparing to release the “Case Method Practice Guide” for corporate sponsors in January 2025, so please look forward to it.

Academic Sponsor Program

PMI Japan Chapter has registered universities, technical colleges, high schools, junior high schools, and public research institutes in Japan that understand the development of project management (PM) in Japan and practice PM-related education as PMI Japan Chapter academic sponsors. 56 educational institutions and organizations were enrolled in the Academic Sponsor Program as of December 31, 2024.

Activities in FY2024

In FY2024, the academic program provided a variety of information on project management and chapter activities, as well as the following activities.

- Providing academic tracks at the Japan Forum
- Organizing an information exchange meeting among academic sponsors
- Compiling and publishing the Project Management Research Report

(1) Providing academic tracks at the Japan Forum

In FY2024, we delivered nine lectures in person and on demand.

(2) Organizing an information exchange meeting among academic sponsors

The academic program offers information exchange meetings as an opportunity for interaction with faculty and staff of academic sponsors.

In FY2024, an information exchange meeting was held online in August.

Session	Date	Content
Session 1 (online)	Wednesday, August 28	1. Seminar: “What Can We Do for Project Management Education to Survive in Society?” 2. Workshops: (1) Sharing basic understanding on PM education (2) Survey methods for PM education at universities 3. Updates and Information from PMI Japan Chapter (1) Report on participation in the 2024 AP-SA Leadership Institute Meeting (2) Introduction of “PM Research Report”

(3) Compiling and publishing the Project Management Research Report

PMI Japan Chapter has been compiling and publishing the results of surveys and research on project management as the Project Management Research Report since FY2021, which has been accessed by many people not only from Japan but also from around the world. The FY2024 edition is scheduled to be published as the fifth issue on J-STAGE at the end of March 2025. Seventeen applications for publication were received for the fifth issue, and the compilation process was carried out with the help of professors from the academic sponsor schools. For past issues (No. 1-4), please visit J-STAGE (<https://www.jstage.jst.go.jp/>).

Membership Benefits

Government Program

The Government Program is a mechanism to provide administrative organizations such as municipalities and ministries, with services equivalent to those provided to corporate sponsors. In the government field, the Government Community has also been launched, with participation by local government officials from across the country.

Government sponsors include Fukuyama City, Hiroshima Prefecture, which has been engaging in progressive efforts as well as those in charge of prefectural government information systems of the Hiroshima

Prefectural Office General Affairs Bureau, Kuwana City, Mie Prefecture, and Citizen Affairs Department of Otsu City Hall, Shiga Prefecture. While government organizations have been primarily operational in the past, local governments and ministries are transforming themselves to organizations responsible for complex undertakings (projects). Project management has become essential for government undertakings. We will continue to be active in our efforts for government sponsors.

Services to Introduce Chapter Activities

For Non-Members | Orientation to Introduce PMI Japan Chapter

The purpose of this activity is to promote new membership by introducing the activities of PMI Japan Chapter and the benefits of becoming a member to those who hold or plan to obtain PMP® or other PMI certifications but have not yet joined the chapter.

The activity was planned and organized mainly by the Marketing and Membership Committee, which held orientation sessions online three times in March, June, and September in FY2023. The seminar introduces tips to use certifications, efficient methods of earning PDUs,

and chapter activities as a venue for participants to advance their careers. In the latter half of the session, participants break into small groups for Q&A and exchange of opinions.

In FY2024, a cumulative total of 113 participants attended the seminars, 30 of whom joined the chapter via the seminar. This activity is scheduled to continue in FY2025 in a similar format.

For Corporates | Seminar to Introduce PMI Japan Chapter

This seminar has been held regularly since FY2022 for corporate staff who have shown an interest in the activities of PMI Japan Chapter. The seminar not only introduces PMI Japan Chapter and Corporate Sponsor Program, but also provides information that is useful in practice, such as a rearranged version of lectures that were well received at the corporate sponsor liaison meetings. In FY2024, the seminar was held

online on February 29, and was signed up for by 30 corporate staff members. On the day of the event, participants watched recorded lectures on the theme of the “PMI Standards”, including “Evolving PMI Standards” (lecture) and reports on the activities of the Corporate Sponsor Study Groups.

For Chapter Members | Orientation for New Chapter Members

For those who are new to PMI Japan Chapter and are not familiar with how to make the most of the benefits of their membership, we hold new chapter member orientation sessions three times a year.

Each session consists of a 1-hour introduction to (1) the PMI Headquarters, (2) PMI Japan Chapter, and (3) the activities of various subcommittees, and participants receive a certificate of attendance for 1.0 PDU. For

those interested in learning more about the activities of various subcommittees, we offer individual explanations (networking) via Zoom breakout sessions and provide opportunities to communicate with senior chapter members. These sessions are free of charge, so please feel free to participate.

For Chapter Members | Chapter Society Introduction Seminars

For those who have joined PMI Japan Chapter but are unsure how to benefit from it effectively, as well as those interested in the chapter societies but hesitant to participate, the chapter offers introduction seminars.

In 2024, online chapter society introduction seminars were held twice in June and December, featuring three chapter societies in each session. Each of these seminars was divided into two parts, with the first part consisting of a general explanation of the chapter society activities

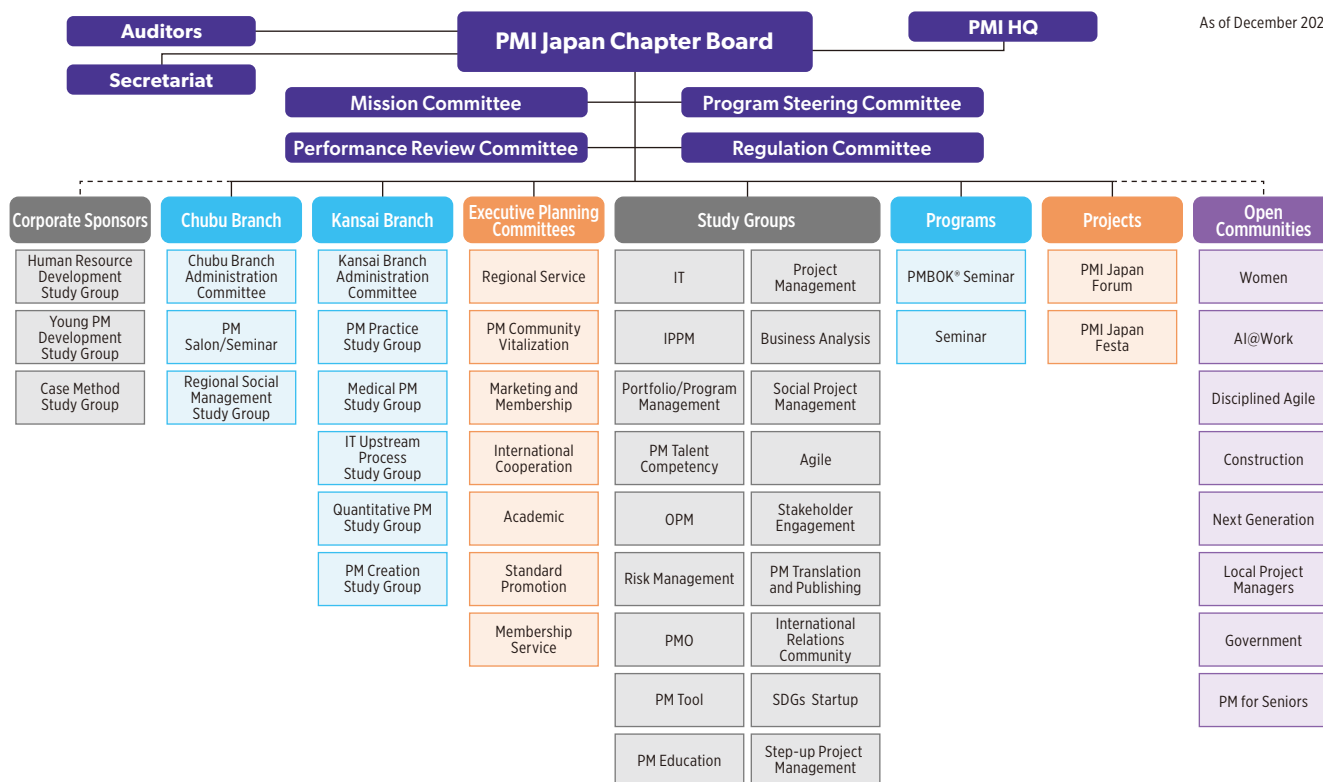
and presentations by the members, and the second part consisting of an interactive session with members of each chapter society.

The seminars received positive feedback in each of the post-event participant questionnaires, resulting in a number of participants visiting and joining the chapter societies that presented during the seminars.

PMI Japan Chapter's Organization

Organizational Structure

As of December 2024



Mission Committee

The Mission Committee is responsible for reviewing and proposing to the Board of Directors the mission of the chapter, which is under the direct supervision of the Board of Directors and what the chapter should be. The committee is also responsible for developing and monitoring the mid-term plan as well as reviewing the management and organization of the chapter. In 2024, it assessed the progress of the next mid-term plan for FY2023 through FY2025. It held various discussions on education, secretariat structure, responses to corporate sponsorship, investment in marketing, and others in relation to priority measures of the chapter, and it identified themes to be reflected in the next mid-term plan.

Program Steering Committee

Every year, all chapter societies of PMI Japan Chapter formulate an annual plan. The Program Steering Committee coordinates with each chapter society to create an annual schedule and then confirms its appropriateness. The Strategic Steering Committee, which meets monthly, coordinates with various Executive Planning Committees in charge of chapter strategy, compiles the matters to be discussed and reported by each chapter society, and drafts proposals to the Board to contribute to smooth operations. In addition, it obtains funding from PMI Headquarters, coordinates the contents and the amount of relevant measures with the Headquarters, and monitors their implementation. In addition, the committee is also responsible for receiving notifications from chapter members for outreach activities (lectures, writings, etc.) performed under the title of a chapter member.

Performance Review Committee

The Performance Review Committee proposes to the Board of Directors the salaries and bonuses of the staff of the Secretariat, including the Secretary General, taking into consideration the situation of similar non-profit organizations, the financial situation of PMI Japan Chapter, and the balance and contribution among the staff,

in response to a proposal by the Secretary General. The committee also selects and recommends to the Board of Directors winners of various awards from among members and chapter societies. In 2024, it evaluated Secretariat staff based on the personnel evaluation system, which had been introduced in 2022, and reviewed salary levels to keep pace with inflation.

Regulation Committee

The Regulation Committee revised the Japan Chapter Travel and Transportation Expense Regulations, as well as the regulations on the eligibility criteria and voting format for the election of Directors of PMI Japan Chapter and on the procurement of goods and services. It has also begun to work on revisions to our employment regulations. Revisions are underway for regulations to the regulations that have not been reviewed in for a long time, with the aim of making in order to make them more relevant to the current times and circumstances. The committee will continue to improve and revise many of the Chapter's rules and regulations of the Chapter.

Finance Committee

The Finance Committee managed the execution of the budget based on the chapter budget approved in December 2023 and in accordance with the approval process. The committee also discussed applying chapter societies and provided comments, etc., on budget review and additions applied during the term, and reported to the Program Steering Committee and the Board of Directors on the impact of the budget review and additions applied on the Chapter's profit and loss. In order to get chapter revenues used effectively for chapter societies' activities, the discretionary budget, which had been intended for the study groups, was expanded to include the Executive Planning Committee to promote its utilization. In December, together with the Program Steering Committee, the committee developed the FY2025 chapter budget, which was approved by the Board of Directors.

Executive Planning Committees

Regional Service Committee

The Regional Service Committee works with the goals of improving services to chapter members in various regions, creating new regional working groups and stimulating their activities, and collaborating with local government, academic, and corporate sponsors. In FY2024, the committee continued to hold regular committee meetings, regional seminars at six locations across the country, study sessions within each region, and exchange meetings. A face-to-face meeting was successfully held at the end of the year, bringing together members from all regions to deepen friendships. We found it was a valuable opportunity to share the common sense of purpose and exchange information across various regions of the country. In addition to its existing activities, the committee will continue to promote activities that bring members together in new areas.

PM Community Vitalization Committee

The PM Community Vitalization Committee provides a forum for interaction and information to invigorate the Japan Chapter member communities, with the goal of increasing the active membership and enhancing the value of PMI Japan Chapter. In FY2024, it held a Next Generation Leadership Meeting for young people, which was very well received, including a PMI Asia Pacific (AP) lecture, a workshop on our future, and a social event. In addition to those activities, it is working to invigorate PMI Japan Chapter throughout the year, including Chapter Society Leadership Meetings, Orientation for New Chapter Members, Chapter Society Introduction Seminars, and LM2024.

Marketing and Membership Committee

The Marketing and Membership Committee works for the development of the PM community in Japan by increasing the membership of PMI Japan Chapter. In FY2024, we had a record number of individual members and corporate sponsors and were able to communicate the benefits of chapter membership to a wide range of audiences. The PM Award attracted a large number of participants, and the Future Creation Program supported new and young professionals. Also, the PM drills for junior high school students confirmed the improvement of their business judgment, and basic PM training for university staff, in addition to NPOs, was offered, resulting in the year of expanded scope of the chapter's activities.

International Cooperation Committee

The International Cooperation Committee works to strengthen cooperation with the PMI, PMI-AP, and other chapters to enhance the presence of PMI Japan Chapter and improve chapter activities. In FY2024, the chapter applied for and was selected as a finalist for the Chapter of the Year Award, one of PMI's award programs. It also launched a speaker support program for the PMI Global Summit held

in North America, where two chapter members delivered presentations. Directors also spoke at many overseas events and participated in panel discussions.

Academic Committee

The Academic Committee works in collaboration with members from the industry and educational institutions to ensure that project management contributes to the improvement of education from junior high schools through universities and graduate schools. The academic track of the Japan Forum shared a variety of project management education practices, including undergraduate education, graduate school, and education for working professionals. In addition, the academic sponsor liaison meeting reviewed the future direction of project management education and conducted a survey. Moreover, PMI Japan Chapter took over the project management workshop for junior high school students that started in 2010 in collaboration among Shibaura Institute of Technology Junior and Senior High School, Shibaura Institute of Technology, and the NPO Project Management Incubation Association, and revamped it as the Model Airplane Project in FY2021. In FY2024, the improved version of workshop was held with the cost concept in the project.

Standard Promotion Committee

The Standard Promotion Committee has the mission of “researching, selecting, and translating into Japanese PMI® standards and practice guides and providing them to the Japanese PM communities”. In 2024, it began translation work of three standards, including the “Business Analysis for Practitioners: A Practice Guide, 2nd Edition”. In addition, it held seven “Standard Seminars” which had a cumulative total of more than 5,000 participants. Additional episodes of well-received “Project Management through Manga” have also been released. The committee will continue its efforts to make the standards accessible to as many people as possible.

Member Services Committee

The Member Services Committee provides a variety of services to the members of PMI Japan Chapter, keeping an eye on overall chapter activities in light of developments at PMI Headquarters. In FY2024, it renewed and expanded our website, held various seminars, including the Japan Forum and Japan Festa, and published an e-mail magazine and newsletter. It also engaged in new activities such as publishing educational video content and reviewing digital badge issuance. The committee members will continue to work to provide information on PMI Headquarters and Japan Chapter activities in a broad, timely, and easy-to-understand manner, keeping abreast of current trends and the needs of our members.

Chapter Society Activities

Activities across Chapter Societies

Leadership Meeting (LM) 2024

Leadership Meeting (LM) is held once a year to share and discuss the direction of PMI and PMI Japan Chapter with chapter society leaders, and to develop the leadership of participants. It is attended by representatives of each chapter society and committee of PMI Japan Chapter, as well as directors and Secretariat members from across the country.

This year's LM2024, the 10th round of the event, was held at L stay & grow Harumi in a retreat format for the first time in five years, and as many as 74 people participated.

Day 1 began with opening remarks by President Hayama, followed by Vice President Aso's feedback from the "AP/SA Leadership Institute Meeting (LIM)" held in Kuala Lumpur, Malaysia, an overseas event of PMI.

As a new initiative for 2024, after Director Sakagami explained the purpose of the workshop, outside lecturer Mr. Taiyo Okada led a workshop titled "Self-Awareness for Establishing Authentic Leadership", where participants learned about leadership that is true to their own emotional intelligence and human nature, to complete the curriculum for the first day.

A social gathering was held after dinner. Partly because it was the first overnight training program after a long while through COVID-19 pandemic, it was impressive that everyone was engaged in passionate discussions over drinks until late at night.

On the second day, Ms. YeYoon Kim, Regional Head of Community, PMI Asia Pacific, gave a lecture on the latest trends in PMI titled "Making PMI: Next Strategy A Reality Together", and answered questions from the participants in detail through interpretation by Yolanda. It was felt that the participants' understanding and sense of unity deepened even more than in previous years.

It was followed by a workshop led by Japan Chapter Advisor Toma and MC Mr. Ishii, asking the question, "What can we do? What do we want to do?", and "concrete proposals on what we can do as chapter societies and Japan Chapter" were summarized and presented in the form of skits by each team. All the teams offered ingenious ideas and convincing performances, delivering valuable ideas for future improvement as well.

The participants' survey also found very favorable responses; feedback includes the rich variety of the curriculum and the opportunity to interact with members of chapter societies with whom they do not usually have the chance to meet. It was 1.5 days that went as fast as a flash. We will continue to plan and organize meaningful events in the coming year and beyond, incorporating your feedback.

Chapter Society Leadership Meetings

The Chapter Society Leadership Meetings are planned and operated by the PM Community Vitalization Committee and are held four times a year for the purpose of sharing information on the activities of PMI Japan Chapter and chapter societies, promoting cooperation among the chapter societies, to vitalize their activities.

This year, in addition to the usual December meeting, an face-to-face meeting was also held in June at the Japan Chapter office in Suitenguuma. More than 70 people, including overseas guests (PMI Asia Pacific) and participants from outside Tokyo, gathered at TKP Garden City PREMIUM Akihabara, the venue for the December meeting.

After the opening declaration speech by PM Community Vitalization Committee Chair Sugihara and a greeting by President Hayama, Ms. Yolanda Kim, representing PMI Asia Pacific, gave a speech on the status of PMI AP and expectations for PMI Japan Chapter.

Then, The Program Steering Committee and the Mission Committee then explained about the overall activity plan of Japan Chapter, and followed by a summary of the year's activities given by the seven Executive Planning Committees (PM Community Vitalization, Regional Service, Academic, Standard Promotion, International Cooperation, Member Services, and Marketing and Membership) and 28 chapter societies and communities gave a summary of the year's activities in the form of lightning talks (with some delivered online). The Q&A sessions for each presentation were also lively, and this fostered the kind of interaction unique to an in-person event.

The second part of the social event began with a toast by Director Sakagami, followed by a standing buffet-style dinner and drinks while enjoying catered food and drinks. The fun raffle was conducted in a friendly atmosphere under the MC emcee of Vice President Morita, and was even more exciting than in typical years, with some people winning gorgeous prizes while others were disappointed to receive the losers consolation prizes (bottled water).

I feel that this event was a good way to end the year in terms of recognizing the contributions of Japan Chapter members to the Chapter's activities this year and rewarding their efforts through exchange among with other participants.

Chapter Societies in the Greater Tokyo Area

Integrated Project Performance Management Study Group

The Integrated Project Performance Management (IPPM) Study Group was reorganized in 2019 from the former EVM Study Group and continues to investigate and research integrated performance management with EVM as the core instrument.

The study group continues to work on translating and researching a new PMI standard, the Standard for Earned Value Management.

The group submitted two reports to the Project Management Research Report 2024, and they were adopted. The group submitted two more to the 2025 report. In the reports, the group showed their research results on performance improvement with EVM data using a variety of mathematical methods, including statistical methods.

The group also continues to conduct other studies to acquire basic knowledge and techniques to link project management to machine learning and generative AI.

Portfolio/Program Study Group

With its mission of pursuing various approaches to solving social and management issues, the group held regular monthly meetings, program management standard study sessions, and various practice workshops.

Regular meetings focus on portfolio and program management, using topics provided by the members and engaging in passionate discussions. In 2024, the group held a total of 10 regular meetings with a total of 270 participants.

In the “Program Management Standard 5th Edition Study Session”, members explained the contents and then delved deeply into the content through discussions based on participants’ opinions. In addition, a camp was held to exchange views on their careers and activities.

PM Talent Competency Study Group

The group uses the PMCDF 3rd Edition as a reference to explore competency development methods and the new PM role and competencies. In FY2024, the group verified the effectiveness of a checklist they created and also engaged in activities under the theme of competency study.

In FY2024, the group held a camp in February to discuss competency through a variety of topics. Based on the camp results, they made three presentations at the Japan Forum. One of them was about a checklist and utilization method developed by the study group, which had actually been used in the field to verify the effect of the introduction. This checklist had also been presented at the Standard Seminars, where it was received favorably.

The group also enjoyed other study group activities, such as examining scenarios for “Project Management through Manga”, creating checklists for practical competencies, and so on.

Organizational Project Management Study Group

The Organizational Project Management Study Group studies organizational project management (OPM) methodologies and various organizational theories, with a focus on OPM standards, and works to disseminate and distribute best practices to organizations.

The group continues to hold seminars explaining the OPM standards and, within the study group, studies not only the OPM standards but also various initiatives related to project management in organizations. At the Japan Forum, The Group spoke on the relationship between management theory and project management, as well as on organizational knowledge management.

Risk Management Study Group

The Risk Management Study Group is designed to be a forum for discussion and a source for case studies and information related to risk management. In FY2024, its goal was to introduce the new standard and disseminate it through workshops and, internally, to further deepen understanding of the new standard through RMP study sessions and others.

As external activities, the group held a new standard introduction seminar in February, and a face-to-face workshop in June for the first time in a long while.

Within the study group, they gather twice a month to hold study sessions for obtaining the PMI-RMP on an ongoing basis. In November, a research forum was held within the study group, where four lectures were conducted to share the results of their research on risk factors and other individual research activities. In FY2025, the group plans to engage in activities to prepare a Japanese version in conjunction with the release of the practice guide.

PMO Study Group

The PMO Study Group aims to develop and enhance the presence of PMOs in Japan through research on the PMO activities in companies and organizations. In FY2024, it conducted literature/case studies and workshops, led by five WGs, and held internal study sessions in conjunction with the publication of the electronic version of the Strategic PMO.

In 2024, the group had online-based plenary monthly meetings, monthly meetings for each of the five WGs, engaged in two presentations at the Japan Forum, and a “Strategic PMO” workshop in January 2025. Further, online and offline hybrid plenary sessions were held at least once every three months in an effort to rebuild the community offline as it had before.

In addition, “Strategic PMO” internal study sessions were held in July and August, led by members of the chapter society who are relatively new, in light of the electronic version of the “Strategic PMO” that was reissued in January 2024.

In FY2025, the group will work to reembrace and reevaluate “Strategic PMO”.

Chapter Society Activities

PM Tool Study Group

The PM Tool Study Group studies practical uses of tools and techniques for project management. In FY2024, the group engaged in activities aimed at formalizing know-how for using generative AI in project management.

The group values the opportunity to meet many of its members, and encourages them to participate when they can, and to take it easy and be absent when they cannot. The group has various many members from various positions, mainly from user-related companies, which allows for the encounter of new perspectives.

In FY2025, the group intends to continue to dig deeper into tools and techniques that our members are having trouble with or want to dig deeper into. Tools and techniques studied include those described in the PMBOK® Guide, as well as management tools such as the Business Model Canvas and the group's original techniques such as Evolutional Mutual Appreciation (EMA).

PM Education Study Group

The PM Education Study Group engaged in activities, including sharing knowledge among members and hosting project management courses to universities, under the mission of providing practical educational programs on project management.

The study group had discussions based on reports of various activities related to PM education conducted by individual members, enhancing the knowledge among the members. To practice providing PM education as a study group, the group's members gave a lecture on project management at a junior college in Kanagawa Prefecture for one semester (a total of eight sessions) in 2024 again.

Project Management Study Group

The group engaged in activities with the mission of creating an environment where the members can research their topics of interest and exchange opinions freely and openly. This allows members who have improved their skills through the activities to play an active role in various fields.

At the regular meetings, each member brought his or her own interests and challenges, and hot discussions took place among the members with various backgrounds. In addition, it continued to host "PM-ZEN" as a forum for the exchange of opinions, which is also open to non-members of the Chapter. In addition, the PMBOK® Guide 7th Edition On-Demand Seminar, prepared by the study group, was redistributed again conducted due to its popularity.

Business Analysis Study Group

The group engages in research and studies on business analysis, with the aim of providing concrete methods where the wider use of such analysis can be used in the field. The group has been divided into working groups since FY2023.

The group presented two papers at the Japan Forum titled "Introducing Long-awaited 'Business Analysis for Practitioners: A Practice Guide - Second Edition'" and "Creating Catalyst for Project Success through Business Analysis - Proposing BA's Value to Realize New Working Style". It also held seminars to introduce the Business Analysis for Practitioners: A Practice Guide, 2nd Edition, in cooperation with the Standard Promotion Committee.

Social Project Management Study Group

The Social Project Management Study Group aims to contribute to the development of society through the development and dissemination of PM methods suitable for activities to solve social issues. In FY2024, the group engaged in various activities mainly aimed at reviewing the social project management methodology and researching community management.

In FY2024, the group achieved the following: 1. Presented research on wellbeing and community management at the Japan Forum. 2. Incorporated systems thinking to prototype a pattern language based on a causal loop diagram of wellbeing measures and the results of interviews with organizations working on social issues. 3. Held learning sessions on social action experiences. 4. Participated in project management education in cooperation with other chapter societies.

Agile Study Group

The group aims to contribute to fostering agile in Japan and abroad by gaining a deeper understanding of, practicing, and deploying agile through research, information sharing, and discussions on agile. It aims to maximize value by having each member take the initiative on his or her own activities and support each other.

In addition to discussions based on lecture cases given by Agile Japan Satellite, the monthly meetings were able to broaden the range of content covered, including sharing and discussing the contents of joint research with universities, providing information for members' writing activities, and sharing the results of lecture activities. In addition, it continued to exchange opinions on themes and questions raised by participants at its "Let's Talk about Agile Anyway" meeting, striving to promote mutual exchange among members and improve knowledge of agile.

Stakeholder Engagement Study Group

The group worked on the stakeholder domain of the PMBOK® Guide with the goal of researching effective management engagement methods for diverse stakeholders and deploying them to the membership.

The group surveyed chapter members in February 2024 about the types of engagement that influenced or impacted them. They presented their analysis of the survey results in a manner that included the Stakeholder Performance and Team Performance areas of the PMBOK® Guide 7th Edition and real-life examples of engagement using influence and sympathy at the Japan Forum.

Furthermore, by participating as speakers in regional seminars, the group absorbed differences in thinking among different regions, and also sought to roll out the results of the study group.

International Relations Community (IRC) Study Group

The IRC Study Group is working to promote the exchange and evolution of project management both domestically and internationally by disseminating Japanese-style PM methods to the rest of the world and overseas PM methods to Japan. In 2024, the group conducted one networking event to expand its community.

In 2024, as in the previous year, the group planned and held one event to expand their network with international project managers regardless of their membership status with the Japan Chapter. About 20 participants from various industries gathered. The event featured lightning talks by participants with diverse backgrounds and lively discussions afterwards and ended successfully. In 2025, a change in the representative of the chapter society is planned and the group intends to develop even more lively activities.

PMBOK® Seminar Program

The PMBOK® Seminar Program holds seminars that provide learning opportunities to promote the PMBOK® Guide and other standards. In FY2024, as in the previous fiscal year, the PMBOK® Guide 7th Edition In-depth Seminar was held twice in June and November.

The PMBOK® Guide 7th Edition In-depth Seminar, which has been held by Japan Chapter since FY2022, is run with a realistic approach of observing participants' reactions closely, including group work. The seminar received high marks from participants.

Seminar texts are customized based on the experience of each assigned lecturer, and great importance is placed on delivering them to participants in a way that is close to the perspective in the field.

They also offer support to those who are not familiar with teaching, so please contact the group if you are interested.

Seminar Program

As in previous years, the goals were to uncover excellent lecturers, systematically hold monthly seminars and Japan Festa 2024. They also started holding onsite seminars as well, whereas all the seminars in the past had been held entirely online.

In accordance with the plan, six monthly seminars and the two-day Japan Festa 2024 were planned and held. Of these, three monthly seminars and the first day of Japan Festa were held onsite. Generally, sessions held onsite were also offered online real time and via on-demand streaming. However, the August monthly seminar made available onsite only given its content. The attendee satisfaction rates were 92.6% for six monthly seminars on average and 99.0% for Japan Festa.



Operational Staff of PMI Japan Festa 2024, Day 2

SDGs Startup Study Group

Many companies and organizations face difficulties in launching and promoting projects to achieve the SDGs. To provide a solution to this challenge, the SDGs Startup Study Group aims to promote the SDGs start-up methodology and provide project management support.

We established the SDGs Startup Research Subcommittee within the Cabinet Office's "Regional Revitalization SDGs Public-Private Partnership Platform" to support the effective launch and promotion of SDGs projects.

In 2024, the study group achieved many results, including three sessions of the SDGs start-up training workshops to support project management of corporate SDGs projects, large-scale SDGs start-up seminars in spring and fall, and the Excellent Speaker Award earned at the Japan Forum.

Chapter Society Activities

Chapter Societies in the Kansai Area

Kansai Branch Administration Committee

This committee as well as the five study groups in the Kansai Branch run the Kansai Branch. To enhance services in the Kansai region, it offers member events such as Kansai Seminars and promotes interactions among its study groups through results presentation meetings.

Once a month, the Kansai Branch study group representatives and administration committee members gather to plan and discuss the operations of the branch. The 2024 Kansai Seminar provided an opportunity for everyone to acquire knowledge by inviting lecturers on the themes of “The Potential of Web 3.0 and Blockchain Technology” and “Leadership that Drives Organizations”. The five study groups held a hybrid results presentation meeting, which, in addition to the unique presentations by each study group, led to an increase in the number of participants from outside the Kansai region and the event is getting momentum.

PM Practice Study Group

The study group aims to improve project success rates and project managers’ practical skills through practical research. Starting from FY2023, the target group has been expanded to cover “juniors to seniors”. In FY2024, it engaged in activities with the goal of improving the PM education program for students.

The group made two presentations at Japan Forum 2024. The first presentation was given in the Academic Track titled “Practice Report on PM Education Workshop for Students”. The second is “Take on the Challenge of Improving Power Skills, a Practical Skill for PMs in the DX Era, through Reskilling from the Ground Up!”. The “PM Practice Workshop” was held at Kawasaki University of Medical Welfare in April 2024 to improve on the issues of the 2023 program. In addition, two “Case-Based PM Practice Workshops” were held, online in June and onsite in September, both of which received high evaluations.

Medical PM Study Group

In FY2024, the group engaged in activities with the goal of presenting the ideal state of PM/PgM in medical device development at the Japan Forum. In addition, as an ongoing effort from previous years, regular monthly meetings were held where each person brought in a topic around PM related to healthcare for presentation and discussion.

The group considered medical device development as program management and conducted a thought experiment using the development of artificial joints by a new entrant in the medical device segment as a case study. The results found that product lifecycle management through program management and the use of different project management methods by generations are useful, which they presented at the Japan Forum. It also deepened knowledge by holding discussions on medical PM topics during its regular meetings in 2024 as well.

IT Upstream Process Study Group

The study group worked on the themes of “research on business relationship management”, “research on fusion of architecture, PM, and BA”, and “practice of disciplined agile (DA)”. They aim to share and discuss practical cases in the upstream processes in IT projects and subsequently widely disseminate and deploy the knowledge gained from these discussions to contribute to the betterment of the IT industry.

It held “Leading Digital Transformation! Enterprise Architecture Practice Seminar for Project Managers” at the Akane Salon hosted by the Kansai Branch, which received registrations exceeding the maximum possible number of participants. The survey results showed that 96.1% of the respondents gave high marks to the seminar, and many asked for subsequent sessions. Furthermore, it gave a presentation on the same topic at the Kansai Branch Results Presentation Meeting in December, further invigorating opportunities for learning and exchange. The group will continue to provide opportunities for project managers to deepen their knowledge and put it into practice to make DX a success.

Quantitative PM Study Group

In FY2024, the study group held monthly case study presentations based on participants’ projects and interests, with the goal of helping them learn from each other’s experiences. In recent years, the group’s research has focused on human-related topics as well as quantitative management.

The members of the study group successfully deepened their learning through guest lectures from other chapter societies and many case studies from participants at the monthly joint regular meetings, and through exchanges with members with diverse values. The group is engaged in research activities in terms of both human and products (methodology), and presented its findings at the Japan Forum, titled “The Intuition of Change to Guide Change Leaders”, and at the year-end Kansai Branch Results Presentation Meeting, “The Path to Establishing a PMO - Providing Status Monitoring Automation and Analysis for Decision-Making”.

PM Creation Study Group

The group had discussions on “Pursuit of PM Competency and Emotional Intelligence (EQ) in the DX Era and Educational Method”, “Kishotenketsu Human Resource Model,” and “Generative AI” at its regular meetings held on the third Saturday of each month. In addition, the group used PM Creation Study Group GPT to promote dialogue between AI and PM and provided PM with an opportunity to reskill through the Kishotenketsu human resource workshop. It explained the Kishotenketsu human resource model at the PMI Japan Forum, and was engaged in live dialogue on “self-efficacy” to get to the essence of the model at the Kansai Branch Results Presentation Meeting in December.

With the purpose of “expanding the place of empathy that stimulates PMs’ inquisitiveness/curiosity”, the group engages in activities aimed at making reskilling proposals for future PMs. In FY2024, it held the Kishotenketsu human resource workshop and explored EQ in the DX Era as well as AI and PM.

Chapter Societies in the Chubu Area

Chubu Branch Administration Committee

The Chubu Branch consists of three chapter societies: the Administration Committee, the PM Salon, and the Regional Social Management Study Group. In addition to providing operational support among these chapter societies, the Administration Committee has been promoting cooperation with Regional Seminars and other activities within the chapter.

In FY2024, the committee held regular meetings once a month to check the status of its chapter societies and to encourage them to provide advice to each other. Its annual regional seminar was also held in November and provided information on the path to success in agile development and the short-case method of common sense in management. The Chubu Branch will celebrate its 10th anniversary in 2025 and is planning a commemorative event in June. It will continue to provide a venue for co-creation that can realize high value originating from the Chubu region.

PM Salon/Seminar

The mission of the PM Salon/Seminar is to support PM activities by providing a forum for sharing information on PM and developing and discovering PM personnel. In FY2024, they held seminars with the goal of uncovering PM personnel.

Under the “Management Salon 100-Person Concept,” they

have been exploring the value of connecting groups and individuals engaged in management activities in the Chubu region to discover “what they want to do, what they can do, and what they must do”. It examined such value by using business analysis and project management, which provided an opportunity for participants, especially those with no experience in business analysis, to gain valuable experience. It also continues to hold regular online meetings on the first Wednesday of each month to provide opportunities for learning and socializing.

Regional Social Management Study Group

The study group works to consider and practice how project management can contribute to solving social issues. In FY2024, as in the previous fiscal year, the group aimed to develop PM courses for companies and organizations in the Chubu area.

The study group previously assisted the City of Toyota in stimulating local activities. By utilizing the know-how gained at that time, the group considered whether it could make further contributions to companies and organizations in the Chubu area and decided to launch a project management course. In FY2024, it supported the launch of an elementary project management course for companies in the Tokai region. It helped with the preparation of the course materials by asking for input from company representatives.

Activities by Corporate Sponsor Employees

Human Resource Development Study Group

The study group is continuing its research on the human skills required by top-notch project managers. In FY2024, it created a prototype version of the human skills karuta (playing cards) and engaged in activities with the goal of improving its quality through trials and refinements.

The group was able to create the text for the cards to be read and taken as well as the illustration images for the picture cards, and, after an initial review among the members, was able to produce the prototype version. The image of the final deliverables is gradually taking shape. The text review has been particularly challenging; however, they are making improvements flexibly by adopting the agile technique. It will work to evolve the karuta further and release the first version with an accompanying utilization guide.

Young PM Development Study Group

The group intends to work on its fourth theme, “Future Young PM Development,” by reviewing the three deliverables of past activities in sequence at the beginning. In 2024, it engaged in activities with the goal of completing the review of the first theme, “Points for Selecting PM Candidates,” and initiating the work for the second theme, “How to Maintain and Improve PM Motivation”.

In 2024, with the completion of the review of the first theme, “Points for Selecting PM Candidates”, the group reported the results at the Forum and released “the PM Characteristics

Table for Selecting PMs in the Coming Era”. It reported the activity at the December corporate sponsor liaison meeting, which attracted a great deal of interest from participants. In addition, it started reviewing the second theme, “How to Maintain and Improve PM Motivation”, and was able to reach agreement within the SG to confirm the review policy. In FY2025, it intends to proceed further on the review of the second theme so that an image of completed work can be drawn.

Case Method Study Group

The study group studied how case method-based learning should be introduced for developing project managers and members and improving their skills efficiently, and case creation and facilitation methodologies during learning to maximize its effect.

The group reported at Japan Forum 2024 on the usefulness of case method learning as a method for developing project managers and members. They also shared points to keep in mind and facilitation-related intuition in particular, when practicing the method, and were awarded the Outstanding Award for their presentation. In addition, know-how and tips for case method learning that were discussed within the study group, as well as points to keep in mind when launching as a training program, have been compiled into the “Case Method Practice Guide” and made available on the Japan Chapter website.

Chapter Society Activities

Activities by Open Communities

Women's Community

This open community supports the activities and skill development of female project managers and potential leaders and promotes exchanges among them. In FY2024, the community not only held regular meetings and wrote articles on interviews with female PMs, but also produced a PM education video and hosted a Disaster Prevention x PM seminar with outside lecturers, aiming to strengthen ties among female PMs and promote the community's activities to the outside world.

Regular monthly meetings and seasonal events dealt with the two main themes of skills of project managers and women's careers, and members with diverse backgrounds discussed and shared their ideas.

Furthermore, focusing on "disaster prevention" as a contribution to SDGs, the group invited a female disaster prevention specialist from Japan Bousaishi Society to hold a seminar and panel discussion on the theme of disaster prevention and project management.

It also produced the second series of PM educational videos to help promote project management. It continued to interview female PMs and published articles and videos about their various experiences, turning points, and thoughts for the future.

It also had the opportunity to be interviewed by Nikkei Woman about those lively activities, which were published in the May 2024 issue.

<https://www.pmi-japan-women.net/>

AI@Work

This open community aims to explore the application and use of AI, and enhance the presence of PMI Japan Chapter through dissemination and sharing of results at conferences, SME discussions, Japan Forum, and through presentations at the PMI Global Summit 2024.

The open community has been actively sharing and disseminating information both in and outside Japan, to spread its knowledge in PM x AI domain as well as engage in external activities. The results of the five years of activities since the founding of AI@Work were summarized and presented at the PMI Global Summit 2024 held in Los Angeles in September 2024, which was well-received. There were as many as 271 registered members (as of January 31, 2025), with 40 to 80 active members. A total of nine events held in 2024 were attended by more than 100 people each time, and two were selected as outstanding lectures at Japan Forum 2024.

Disciplined Agile Community

This open community was divided into three working groups (WG) for the purpose of learning and researching how to apply and utilize Disciplined Agile (DA), namely, WG 1: Choose Your WoW reading Group, WG 2: Application Research, and WG 3: Enterprise Application Research.

Many people think of disciplined agile as an agile development technique because of its name, but it is actually a means that can be applied to a variety of organizations regardless of whether they use waterfall or agile techniques. Participants new to DA learned the basics in WG 1 to deepen their understanding of what DA is about. WG 2 held a series of discussions on how to improve the use of DA to address issues and problems in the field of practice. WG 3 investigated and discussed several definitions of the entire organization (enterprise) domain, which is a major feature of DA.

We believe that from the activity, the participants were able to understand how to use DA to make incremental improvements in their organizations and teams.

Construction Community

This open community continued to engage in discussions based on the Construction Extension to the PMBOK® Guide, while balancing "learning" and "connecting" in its activities. Since discussions tend to be serious in nature, the community made sure to keep the atmosphere of the meetings open.

Monthly meetings were held 11 times (monthly except at the end of the year, each meeting lasting 1.5 hours, all virtual), with a cumulative total of 124 participants and an average of 11.3 participants per meeting.

The number of chapters of the publication for which discussions have been completed is now eight (out of a total 12 chapters in the Extension; two chapters were completed in 2023, resulting in a total of 10 chapters completed so far).

The experts with extensive experience were brought together to have active discussions. Meanwhile, there were also cases where people who moved into the construction and real estate industries from other industries, and those who had less industry experience, asked questions and other members answered them. During the 30-minute "connecting" time in the latter half of the session, various opinions were exchanged, centered around episodes based on participating members' experiences, leading to insights and findings for the members.

Future Creation Community

With the objective of creating practical learning and awareness among its members, this open community engaged in discussions using PMBOK® Guide 7th Edition as a starting point.

This community held discussions monthly around the eight performance domains of the PMBOK® Guide 7th Edition. Specifically, while outlining each performance domain in about 10 minutes, the session set up concerns and questions in the field and discussed them with members from different industries, sectors, and positions. Those who are not familiar with the PMBOK® Guide were able to grasp its overall picture, and those more familiar were able to acquire practical knowledge that is usually hard to come by, further enhancing their practical project management skills.

Local Project Managers Community

The Local Project Managers Community engages in PM-related activities in each region in Japan, and works with the Regional Service Committee to share information on each regional activity.

In FY2024, the groups engaged in activities with the goal of planning and holding regular meetings (study sessions) and regional seminars within their respective regions.

The open community carried out activities in line with the goal, led by four WGs (regions).

Regional seminars were planned, starting from early spring, and held at each WG from September to November, and the number of participants increased steadily from the previous year. Regular meetings (study sessions) have also been regularly held online in each WG, with new study session themes and face-to-face event proposals other than seminars being discussed. In particular, the Hiroshima WG also conducted a joint WS with the Prefectural Finance Bureau. The number of participants in the groups has been gradually increasing.

Government Community

With an aim to contribute to the value creation of initiatives by governments and local communities through governments, this open community engaged in activities with the goal of promoting exchanges between governments and private sectors, creating project management tools, gathering case studies, and conducting PR activities for the government.

In view of “promoting exchanges between governments and private sectors”, the community achieved an average of more than 20 participants in regular meetings.

Regarding the goal of “creating project management tools”, no tools have been released to the public; however, there are 15 tools under consideration or in development. In view of “gathering case studies”, five reports have been produced. In addition, NOTE was launched as a “PR activity”, with more than 900 access counts achieved by the end of 2024.

PM for Seniors Community

This open community aims to create a “place to talk” and “place to practice”, that is to say, salons, in order to foster a sense of “society” and “community” for senior people to live proactively and solve social issues in Japan.

The community is a new initiative that was launched in July 2024. Three salons have since been established: (1) Life Design, (2) Reskilling, and (3) Social Contribution Challenge, with a talk session held once every three months for each. In addition, a general talk session was held across the salons once a month. Although no deliverables were required, enthusiastic members worked hard to create a career journey map, SWOT analysis, and skill map for each person, and engaged in a lively exchange of ideas.

Seminars and Workshops

Seminars with Outside Lecturers

Monthly Seminars

The Seminar Program members are responsible for choosing lecturers, negotiating with various parties, and preparing and running the monthly seminars. They select topics and lecturers that are of interest to field project managers. All seminars had been held entirely remotely since the COVID-19 pandemic in April 2020, however, in 2024, face-to-face seminars have been resumed while also using alongside online streaming.

There were as many as 11 “perfect attendance” award winners who attended all six sessions in 2024, and these “monthly seminar fans” are given an open badge as well as free admission to one monthly seminar in the following year.

Graphic Video recording, which has been adopted since FY2020, has been evaluated as “useful for reflection” for participants, and received positive feedback from the instructors as well. Each monthly seminar received a satisfaction rating of 93% in 2024, according to the surveys, too, making it the highest so far.

Agile Training

For the agile training for FY2024, the “Agile Fundamentals” training was held remotely using Zoom in June and October. The training focuses on getting the basic concepts of Agile right, which is the key to success in agile projects.

It also included a workshop on the Scrum process, which is often used in agile projects, to help participants understand the basics of Scrum. The training sessions are designed with ample Q&A time to answer not only questions that arise from the workshop content, but also questions that participants have on a daily basis from their working experience, which has been well received by the participants. We intend to continue to hold seminars mainly remotely so that participants can attend from all over Japan.

Program Management Practice Workshop

In FY2024, the workshop was held remotely using Zoom in April and October. This workshop provides an opportunity for participants to consider how to resolve and address program-level issues in the field of a project.

Through group discussions, participants from various industries and careers discussed common concerns and different perspectives. They commented that they were able to understand the need to address issues they encounter daily in the field from a program management perspective.

In FY2024, the workshop also included an explanation of the revision points of the “Program Management Standard 5th Edition,” which was newly released by PMI.

Portfolio Management Practice Workshop

A new course, “Portfolio Management Practice Workshop”, was offered online in November 2024. “Portfolio management” is extremely important in the “era of projects driving business”. Through the workshop, participants honed their practical skills in areas such as specific techniques for selecting, prioritizing projects, and setting project goals in line with management strategies and plans.

Participants commented that the well-organized, systematic lectures and practical workshop deepened their understanding. This will continue to be offered in 2025 and beyond.

Basic Seminar on Meeting Facilitation

Facilitation is an essential leadership skill that has gained attention in recent years. In the new normal established after the pandemic, the hybrid work style -online and face-to-face meetings- is becoming more prevalent, and skills in effective meeting management are more important than ever.

This seminar teaches participants how to deal with specific challenges in a hybrid work environment, such as dealing with people who talk too long or not enough, how to facilitate discussions that diverge too much or do not spread out, and tips on resolving conflicts and time management. It was held in an online format combining lectures and workshops with the aim of improving communication and leadership skills in line with new ways of working through technology, which would be useful not only in online meetings but also in a hybrid work environment.

SDGs Startup Seminar

The SDGs Startup Study Group holds large-scale seminars every spring and fall.

In 2024, the group held seminars under the themes of “Tips for Creating SDGs as a Business” on March 16 and “How to Address Regional Development in a Sustainable Way and Turn Passion into Action” on September 14.

In the spring, the group reviewed the five-year history of SDGs Startup Research Subcommittee, and the study group members gave presentations on the challenges and future efforts to achieve sustainable development. In the fall, the study group invited Mr. Shigenori Shimotake, President and Representative Director of DCT. Co., Ltd., as a guest speaker, who introduced an SDGs practice case study titled “A Story of Starting a Business from 600,000 yen in Loans: 20 Years of Facing Local Issues”.

PMoA Seminar

PMoA Seminar “Is Art a Project? - Let’s Ask Project Practitioners!” was held on September 25, 2024. About 50 people came to the venue in Shibuya on the day of the event and had a great time, including the social event. In his keynote speech, Mr. Fujiwara of NINE LLP talked about the history and fun of art projects. In the introduction of practical cases, the persons in charge spoke about a total of five art project case studies, including a new sensory art competition, the creation of a creative base, the use of leveraging artists for local invigoration, and an art festival that contributes to solving community issues. The crosstalk at the end included a discussion from a project management perspective.

Future Creation Seminar

The Future Creation Seminar invites socially influential entrepreneurs, social activists, and practitioners as lecturers with the aim of increasing interest and awareness of PMI activities among young people.

In 2024, we held three free seminars with socially influential lecturers who provide new value to the world, in light of the tastes and interests of our target groups, Generation Z and Millennials, and they were well received.

June 6

“Hitori PR, Strategic PR with Zero Budget” by Ms. Shiho Kitagawa, Hooome

August 25

“Fostering Aspirations and Building a Career” by Mr. Yoshihiko Takubo, managing director at Graduate School of Management, GLOBIS University

December 18

“Project Management Skills to Open Up Your Career” by PMI Japan Chapter Director and others

Events Where Directors and Chapter Society Members Serve as Lecturers

Standard Seminars

In an increasingly uncertain society, the skills and knowledge required of project managers are becoming increasingly sophisticated. Japan Chapter regularly holds “Standard Seminars” for the next generation of project managers to provide them with an opportunity to learn project management standards that summarize the teachings of our predecessors.

In the seminars, lecturers with rich experiences not only explain the contents of the PMI standards, but also offer advice on how to apply them to the business practices at Japanese organizations, sometimes using manga, to share their knowledge and experiences in their area of expertise. Such Standard Seminars have seen a cumulative total attendance of over 5,000 people since 2021 and are highly regarded as a place to systematically learn knowledge and skills directly related to practical business management.

[Seminar in January 2024: Portfolio Management]

- Lectures: Yoshihisa Ozaki and Henry Kondo

In recent years, companies and organizations have faced many changes and have launched and executed many projects to address these changes. However, people, goods, and money are limited, and projects are facing an increasing degree of complexity and uncertainty. Investing valuable resources does not always guarantee success. Therefore, the concept of portfolio management, which takes a systematic approach to deciding “what not to do” in selecting projects, has become extremely important.

[Seminar in February 2024: Risk Management]

- Lecturers: Kazuo Haga and Nagatoshi Idera

Risk management is an integral part of all organizational activities, and many are practicing it. The Risk Management Study Group introduced the contents of the “Standard for Risk Management in Portfolios, Programs, and Projects” and summarized the need for risk management coordination among portfolios, programs, and projects as well as its relationship to the new PMBOK® Guide 6th Edition / 7th Edition.

[Seminar in March 2024: Process Groups: A Practice Guide]

- Lecturers: Hiromi Nakatani and Keiichiro Kaneko

A new Japanese version of “Process Groups: A Practice Guide”, an important resource for deepening project management knowledge and skills, is now available. Succeeding the process approach of the PMBOK® Guide 6th Edition, the “Process Groups: A Practice Guide” provides a detailed explanation of the five process groups and 49 processes. It also covers “inputs”, “tools and techniques”, and “outputs” necessary for each process, providing deeper knowledge and understanding that will be useful in project management practice.

[Seminar in April 2024: Organizational Project Management (OPM)]

- Lecturer: Shuichi Ikeda

Many problems arising in project management are not only due to project management itself, but also due to the organization, such as project selection and a lack of

Seminars and Workshops

resources. Organizational project management applies and aligns practices and processes to best assist in achieving the organization's strategic objectives with project management, program management, and portfolio management.

[Seminar in September 2024: Business Analysis for Practitioners: A Practice Guide] - Lecturer: Asaya Nakasone

The "Business Analysis for Practitioners: A Practice Guide" was updated for the first time in eight years, with its English version, "Business Analysis for Practitioners: A Practice Guide - Second Edition," published in December 2023. The new guide summarizes business analysis activities into five domains, each with three key practices and five mindsets. The seminar provided an updated overview with the aim of making business analysis more useful in day-to-day activities, so as for business analysis to be used to solve problems.

[Seminar in November 2024: Project Manager Competency Development (PMCDF) Framework]

- Lecturers: Yumiko Ishii, Tomohiro Hirai, Itsuko Fukuda, and Keiichiro Kaneko

Competency is "the ability to perform one's duties with awareness of social responsibilities and obligations". PMCDF is a framework for defining, assessing, and developing the competencies of personnel leading projects, as well as a universal code of conduct. The PMCDF 3rd Edition expands the content vertically to include not only project managers, but also portfolio managers and program managers, allowing for a three-dimensional view of the competencies required today.

PMBOK® Seminar 2024

The seminar, which started in FY2023 and was held three times in the onsite format, continued in FY2024 with two sessions held in May and November. The seminar in FY2024 continued to include group workshops together with the lectures so that we could easily see the participants' reactions to the lectures.

The PMBOK® Guide 7th Edition is now principles-based, as opposed to process-based in previous editions, and is somewhat more abstract. The 7th Edition does not contain the same how-to information as the 6th and earlier Editions, making it difficult for readers to understand even if they have read the Guide or listened to a relevant lecture.

This seminar is programmed to provide a deeper understanding through dialogue with people with a wide variety of attributes. It was very well received as it, through group work, encouraged participants to think more deeply about the content of the lectures by comparing it to their own experiences and engaging in dialogue with other members of the group.

Please also refer to the "PMBOK® Seminar Program" page on PMI Japan Chapter's website for seminar reports and other information.

Strategic PMO Practice Workshop

The PMO Study Group holds the "Strategic PMO Practice Workshop" every year, and in FY2024 held the workshop remotely using Zoom on January 27 under the theme of "Aiming for PMO Resilient to Change".

Interest in this workshop was so strong that it reached its maximum enrollment within three days of the start of registration. On the day of the workshop, participants discussed the ideal state and challenges of PMO in three groups: "How PMO Should Be in DX-driven Organizations", "Introduction of Agile in Organizations and How PMO Should Be", and "Manufacturing PMO That Contributes to Speedy Value Realization".

The digital version of a book titled "Strategic PMO - New Approach to Corporate Management through Project Management" was released electronically by Ohmsha, Ltd. in January 2024.

PM Practice Workshop 2024 (Akane Practice Workshop)

The PM Practice Workshop is a participatory workshop designed to improve the practical skills of project managers by simulating short cases created from practical examples of projects and discussing and creating solutions to problems identified from the cases in groups. The workshop aims to improve the practical skills of project management, such as situational awareness, problem recognition, and risk identification.

Since 2010, the Akane Practice Workshop has held a total of 26 PM practice workshops. It has been holding online workshops since 2021 and held online and onsite (face-to-face) in Kyoto in FY2024. The workshop received a high rating of 100% satisfaction in the participant survey for the sixth time in a row.

Since 2022, the workshop has been conducting interviews with those with actual project experiences to develop short cases. The theme was "Stakeholder Management in Public System Projects", and the short cases were newly created based on actual cases interviewed from Kansai Branch members.

[Overall flow]

In order to help the participants deepen their understanding in a practical manner, it is held in a workshop format. The main flow of this workshop is as follows.

(1) Briefing on the entire seminar

The briefing explains the overall purpose of the seminar, how to proceed, and basic ideas about the case method.

(2) Short case introduction and Q&A

The instructors present a short case study based on practical examples.

(3) Consideration by individuals

Individual participants identify concerns from the short case and consider countermeasures to propose.

(4) Consideration by teams and presentation

Individuals bring their concerns and proposed countermeasures to their respective teams, and the teams present a summary of their concerns and proposed countermeasures. The instructors support the teams as needed.

(5) Review

This session provides an overall review. The session organizes the key perspectives and “learnings” that the organizer expects participants to take away from the workshop.

[Feedback]

This time, the participants were assigned to conduct team facilitation, while the staff provided support to the teams. When we asked questions about team support to the participants, we received positive feedback from them that they were given knowledge and advice based on experience at the right time.

Kansai Branch Results Presentation Meeting

Every year in December, the Kansai Branch holds a results presentation meeting for its members to present the results of their study groups’ annual activities. In 2024, given the increasing number of Kansai Branch members living in the greater Tokyo area, the branch held a presentation meeting in a hybrid format with an online connection to a seminar venue of Nissay Information Technology Co. in front of Shin-Osaka Station, as in the previous year.

The results presentation meeting is a valuable opportunity for the members to listen to presentations by other study groups with which they may have little contact to. It is also an opportunity for presenters to receive opinions and questions from a wide range of participants from other study groups and the general public, who have different values and cultures, and to discuss and foster new insights and values among themselves. It is also intended to inform the general public, not just chapter members, about the activities of the Kansai region so that people throughout Japan can learn about and eventually participate in these activities, and so that the Kansai Branch will be even more supported and developed in the future as a place for mutual learning.

We had 52 applicants (35 of whom applied to participate online) to attend the 2024 presentation meeting. Although the results presentation meeting was a short half-day event only in the afternoon, it was the first occasion in about a year where branch members were able to meet face-to-face, and there was a lively Q&A session and exchange of opinions during each study group presentation, with Director Yamamoto providing a final summary of the presentations and comments.

After the presentations, a social gathering was held with the general public, making it a very meaningful event that also served as a year-end party.

<Presentation themes and speakers>

“Practicing Agile Community Activities: PM Creation Study Group Live” by PM Creation Study Group

“Enterprise Architecture for Project Managers” by IT Upstream Process Study Group, Mr. Jun Matsui

“Efforts to Stimulate Internal Communication” by Quantitative PM Study Group, Mr. Hidenori Hashino

“Past and Future of Short Case Creation Process - From Interview to Application of Generative AI -” by PM Practice Study Group, Mr. Tomoyuki Okada / Mr. Toru Onishi

“Conquering Projects with Structured Thinking: Presenting a New Perspective to Unravel Complex Projects” by Medical PM Study Group, Mr. Masakazu Yamaguchi

Regional Seminars

Regional seminars are organized by the Regional Service Committee and held outside of the greater Tokyo area and are available for our members and the general public free of charge, allowing them to learn about the activities in PMI Japan Chapter and the respective regions.

These seminars resumed onsite in FY2022.

The seminars maintained the policy established two years ago, “self-management within the respective regions and unique themes with their regional flavor,” and adopted a style to enable rich interaction with participants onsite, without being made available online. Three themes for Part 1 were established in advance, as shown in the table below, and each region was asked to choose the one that would most likely be tied in with Part 2. Lecturers were dispatched from PMI Japan Chapter, as in previous years.

Regional Seminars: Outline of common themes for Part 1

Theme name	Contents and lecturer
Well-being	Explained the basic concepts of well-being and its utility in project management.
Project Management for Agile Development: Path to Success	Compared the differences between waterfall and agile development techniques and explained the basic concepts of agile development and the need for its implementation.
What Stakeholder Engagement Is - Let's Use Engagement That Moves Hearts and Minds -	Based on the survey results conducted by PMI Japan Chapter and actual examples from research members, it provided hints on how to build good human relationships when performing work, together with psychological approaches.

The second part was designed in a way that the unique characteristics of each region and its operation would be emphasized, and regional staff members created learning materials, scenarios, and others, mainly through workshops, and operated their seminars. The outline of Part 2 is shown in the table on the right.

Seminars and Workshops

New initiatives, such as sharing of know-how on holding and operating onsite meetings among regions (mutual support among regions) and Internet advertising, were also implemented, resulting in a steady increase in the number of participants. The workshop format with free and open discussions with lecturers continued to be highly supported by participants, leading to participation in Regional Working Groups triggered by the seminar.

The operational organizers were confident in their preparations, and they also played an active role in hosting the entire event and serving as lecturers for the second part of the event. After the seminar, a social gathering with lecturers, operating members and voluntary participants was held as a regular event for further deeper communication.

Regional Seminars: Outline of Part 2

Branch / region name	Contents of seminars	Date / Number of participants
Hokkaido	Theme: Well-being Part 1 [Lecture] "Project Management with Focus on Well-being" (Lecturer: Mr. Koji Ibaraki, Hiroshima WG) Part 2 [Workshop] "Team Building with Well-being Cards"	September 21 (Sat) / 20 participants
Tokai and Fuji	Theme: Well-being Part 1 [Lecture] "Project Management with Focus on Well-being" (Lecturer: Mr. Koji Ibaraki, Hiroshima WG) Part 2 [Workshop] "Team Building with Well-being Cards"	October 26 (Sat) / 15 participants
Chubu (Branch)	Theme: Project Management for Agile Development: Path to Success Part 1 [Lecture] "Project Management for Agile Development: Path to Success" (Lecturer: Mr. Akira Ikuma, Agile Study Group) Part 2 [Lecture] "Short Case Method - Common Sense in Management" (Lecturer: Mr. Yasushi Nakamura, Chubu Branch)	November 30 (Sat) / 37 participants
Kansai (Branch)	Theme: Hone Your PM Competency! Part 1 [Lecture] "Practical Cases for EQ Improvement" (Lecturer: Mr. Katsura, PM Talent Competency Study Group) Part 2 [Workshop] "The Kishotenketsu Human Resources Workshop"	November 30 (Sat) / 29 participants
Chugoku@ Hiroshima	Theme: Bringing Latest PM Information to Participants in Chugoku Region Part 1 [Lecture] "What Stakeholder Engagement Is - Let's Use Engagement That Moves Hearts and Minds -" (Lecturer: Mr. Yoshiaki Kawaminami, Stakeholder Engagement Study Group) Part 2 [Workshop] "Systems x Design Thinking Workshop"	October 12 (Sat) / 14 participants
Kyushu	Theme: Transformation and Agility Required of Modern Society Part 1 [Lecture] "Project Management for Agile Development: Path to Success" (Lecturer: Mr. Akira Ikuma, Agile Study Group) Part 2 [Lecture] "Carrying the Founder's Spirit into the Future. FUKUOKAUNYU's Initiative on Logistics DX" (Lecturer: Ms. Rumi Ikutsu, Systems Section Manager, Business Promotion Department, FUKUOKAUNYU CO., LTD.)	November 4 (Mon, public holiday) / 20 participants

Website

Our website is an important medium to support the activities of PMI Japan Chapter.

PMI Japan Chapter uses its website for disseminating various information, including providing information on the membership system, study groups, and community activities of PMI Japan Chapter, posting annual reports and newsletters, announcing various seminars and events, reporting their outcomes, and providing dedicated pages for Japan Chapter members and corporate sponsor organizations.

Because PMI Japan Chapter's website attracts a great deal of attention and views, companies and related organizations place banners on the site for advertising and event announcements.

The website is linked to a Facebook page that provides targeted and timely information and a YouTube page that uses videos to explain project management in detail and is effectively used by members and other stakeholders.

The chapter members can download a PDF of the Japanese version of the "PMBOK® Guide 7th Edition" and "Process Groups: A Practice Guide", as well as information videos on PMI® standards, from the chapter members' page of the website.

Newsletters

PMI Japan Chapter celebrated its 100th issue of Newsletters in 2024. The Newsletter is published quarterly in spring, summer, fall, and winter. It features reports on PMI Japan Chapter's events, introductions of directors, introductions of chapter society activities, introductions of newly-joined corporate sponsors, articles contributed by people who are remarkably active in the world of project management, and other factual data (number of PMI-related qualified personnel, Japan Chapter membership, names of corporate sponsors, list of directors, etc.) in a pdf magazine format.

The Newsletter covers a variety of topics that cannot be expressed on the website, including information on the Japan Forum and Japan Festa, as well as the activities of the 30 chapter societies and corporate sponsor study groups.

Email Magazines (PMIJ News and Global Trends)

PMI Japan Chapter provides an e-mail magazine service to approximately 16,000 individuals, including PMP® certification holders, HQ and chapter members, and others who have consented to receiving promotional materials from PMI Japan Chapter), as well as contact persons at 110 corporate sponsors. The content is also available in HTML format, making it easy to read and view.

The e-magazine provides information on seminars and events, discounts on new books, changes to the PMP examination guidelines, translated articles, etc., and invites

subscribers to visit the Chapter's website. The e-magazine is generally issued on a monthly basis. However, for training sessions, seminars, and individual announcements, we publish more issues, often several times a week. This serves as an extremely valuable information access tool for members of PMI Japan Chapter, project managers, and employees of our corporate sponsors.

In addition, "Global Trends from PMIJ," launched in September 2021, is a service that introduces various websites of the PMI Headquarters and overseas websites related to PMI and projects. It is sent on the 10th of each month and has been well received.

Manga

We have a web page (LP) "Project Management through Manga", which utilizes manga to guide readers through the PMBOK® Guide and other PMI standards via e-mail distribution. We also expand our efforts to attract the younger generation by releasing short, animated videos. In FY2024, a total of five episodes were released, from Episode 7 (Leadership) to Episode 11 (Overall PMI Standards).

Facebook

PMI Japan Chapter uses Facebook to send out updates and information.

Using this social media platform, PMI Japan Chapter provides the latest information, such as "events" and "announcements" posted on PMI Japan Chapter website, and information released by PMI.

Our page received Likes from our users in 2024 as well. We believe that we successfully kept many individuals interested in project management informed with the latest updates.

YouTube

PMI Japan Chapter also uses YouTube to send out information.

Our "Video Materials to Learn Project Management in a Short Time", "Women's Community Interview Videos", "Project Management through Manga", "Activities of the SDGs Startup Research Subcommittee," and more are available on YouTube. These videos have been well-received and are reportedly "very easy to understand", so please subscribe to our channel.

Financial Statements

Balance Sheet

As of December 31, 2024

(Unit: JPY)

Assets		Liabilities	
Item	Amount	Item	Amount
【Current assets】	225,544,488	【Current liabilities】	42,219,860
Cash and time deposits	205,431,180	Trade payable	4,469,384
Trade receivable	3,504,261	Accrued expenses	5,568,176
Goods	1,254,583	Income taxes payable	7,651,400
Supplies	122,100	Consumption taxes payable	3,024,500
Sundries receivable	15,203,244	Advance received	19,578,048
Prepaid Expenses	29,120	Deposits received	1,928,352
【Fixed assets】	5,451,052	Total liabilities	42,219,860
【Tangible fixed assets】	1,135,437	Net assets	
Buildings and associated facilities	1,135,426	【Shareholders' equity】	188,775,680
Fixtures and fittings	11	Endowments	55,000,000
【Intangible assets】	1,614,175	Retained earnings	133,775,680
Telephone subscription rights	37,600	Other retained earnings	133,775,680
Software	1,576,575	Retained earnings	133,775,680
【Investments and other assets】	2,701,440	Total net assets	188,775,680
Deposits made	2,701,440	Total liabilities and net assets	230,995,540
Total assets	230,995,540		

Statement of income

From January 1, 2024
To December 31, 2024

(Unit: JPY)

Item	Amount	
【Sales】		
Sales	120,159,577	
Fee Income	49,311,331	
Total sales		169,470,908
【Cost of sales】		
Product inventory at the start of the period	1,799,036	
Cost price of publications	13,928,515	
Cost price of seminars	10,676,408	
Other cost price	7,283,484	
Total	33,687,443	
Product inventory at the end of the period	1,254,583	
Cost of sales		32,432,860
Gross profit on sales		137,038,048
【Selling, general and administrative expenses】		
Total selling, general and administrative expenses		103,728,177
Operating profit		33,309,871
【Non-operating income】		
Interest received	15,681	
Miscellaneous receipts	646,894	
Total non-operating income		662,575
【Non-operating expense】		
Miscellaneous loss	577,824	
Total non-operating expenses		577,824
Ordinary income		33,394,622
【Extraordinary loss】		
Donation expense	1,853,300	
Total extraordinary loss		1,853,300
Net income before taxes		31,541,322
Corporation tax, municipal tax and enterprise tax		11,271,599
Net income		20,269,723

List of Board Members and Advisers

As of December 31, 2024

Name/Position	Professional Affiliation	
Takeshi Hayama President	Technology Strategist, Technology Innovation General Headq., NTT DATA Group Corporation	
Shigeki Aso Vice President	Professional PMO, NEC Corporation	
Kaoru Okuzawa Vice President	President, KOLABO	
Ako Nakamura Vice President	Senior Consultant, PERSOL RESEARCH AND CONSULTING CO., LTD	
Shingo Fujii Vice President	Chief, Human Resources Development Committee, Mobile Computing Promotion Consortium (MCPC)	
Koji Morita Vice President	Japan Client Delivery Lead, DXC Technology Japan	
Ryota Inaba Director	Expert, TIS Inc.	
Masahiro Inoue Director	Specially Appointed Professor, Graduate School of System Design and Management, Keio University Professor Emeritus, Shibaura Institute of Technology Representative, ISAL (Institute for Systems, Arts and Leadership)	
Yukari Urata Director	National Cyber Training Center, Cybersecurity Research Institute, National Institute of Information and Communications Technology	
Yoko Ogawara Director	Associate Partner, Public & Communications Services, IBM Japan, Ltd.	
Tomohiro Okuda Director	Producer, DX Promotion Group (Western Japan District), IT innovation, Inc.	
Takanori Onitsuka Director	Director, Technology Group, Ridgelinez Limited	
Keiichiro Kaneko Director	President, Project People Performance Lab.	
Manabu Saito Director	Senior Manager, Social Innovation Lab, Skylight Consulting Inc.	
Keiko Sakagami Director	Project Management Supervisor, Hitachi Academy Co., Ltd.	
Hideyasu Sugihara Director	Chief Consultant, Public Pension Consulting Department, Nissay Information Technology Co.,Ltd.	
Masayuki Chiba Director	Public DX Division, MITSUBISHI RESEARCH INSTITUTE, Inc.	
Kazushio Hazama Director	Project Management Association of Japan Assistant of general manager, Kampo System Solutions Corporation Founder and CEO, Tide ONE Limited	
Makoto Fujiwara Director	President & CEO, NTT DATA UNIVERSITY Corporation	
Hiroaki Matsumoto Director	Assistant IT Strategy Officer & Solution Development General Manager, Lawson Bank, Inc.	

Name/Position	Professional Affiliation	
Etsuko Mizui Director	Founder & CEO, EMPower Consulting Ltd.	
Tomoko Yamamoto Director	Professor, Faculty of Health and Welfare Services Administration, Department of Medical Secretarial Arts, Kawasaki University of Medical Welfare	
Taketoshi Yokemura Director	Professor, Faculty of IT and Business, Cyber University; Visiting professor, Shibaura Institute of Technology	
Aritoshi Katae Auditor	Advisor, System Cost Management Inc.	
Yoshitake Mishima Auditor	Senior Researcher, Quality Assurance Division, MRI Research Associates	
Yoshifumi Yamanaka Auditor	Self-employed	
Shuichi Ikeda Advisor	President, Positive Learning Co., Ltd.	
Ko Ito Advisor	Lecturer, National Institute of Technology Oyama College	
Makoto Inaba Advisor	Quality control, Quality and technology promotion, JBCC Corporation	
Yasuo Iwaoka Advisor	Research Advisor, International Development Center of Japan Inc.	
Hirotohi Kamba Advisor	President, Kamba PM Laboratory	
Masahiro Kinoshita Advisor	Representative Director and Senior Managing Executive Officer, Nissay Information Technology Co.,Ltd	
Yasuji Suzuki Advisor	President, PM Associates Corporation	
Masanori Takahashi Advisor	Representative, PMPro, Inc.	
Tetsuya Toma Advisor	Professor, Graduate School of System Design and Management, Keio University	
Hidetaka Nakajima Advisor	Consultant, Planet KK	
Nobuaki Fukumoto Advisor	Executive Officer, East Japan Business Headquarters, PSC Inc.	
Tetsuya Yonezawa Advisor	Representative, ASUKA Professional Engineer's Office	
Tetsuya Watanabe Advisor	Chief Instructor, Learning & Development Department, Hitachi Academy Co., Ltd.	
Yoshiko Watanabe Auditor	External Director Audit and Supervisory Committee Member, JBCC Holdings Inc. Director, Tokyo of Marine Science and Technology Director, Japan Institute for Promotion of Digital Economy and Community	

List of Corporate Sponsors

As of December 31, 2024

Corporate Sponsor List (120 Companies)

I & L Software CO., LTD.	Dai Nippon Printing Co., Ltd.
I&J Digital Innovation	TIS Inc.
IX Knowledge Inc.	DXC Technology Japan, Ltd.
I-Think Corporation	TechnoSystems, Inc
IT innovation, Inc.	Terumo Corporation
ITpreneurs Japan/Asia Pacific Inc.	TOSHIBA I.S. CORPORATION
ITEC Co., Ltd.	Toray Systems Center, Inc.
i-Learning Co., Ltd.	TOPPAN Edge Inc.
AKKODIS Consulting Ltd.	TOYOTA SYSTEMS
Asana Japan	TRADECREATE., Co., Ltd
Ad-Sol Nissin Corporation	JGC Corporation
Avail Solutions Corporation	Nissay Information Technology Co., Ltd.
Planisware Japan	NS Solutions Corporation
ITOCHU Techno-Solutions Corporation	NEC Corporation
INTAGE TECHNOOSPHERE Inc.	IBM Japan, Ltd.
INTEC Inc.	IBM Japan Digital Services Company
EXA CORPORATION	Japan WillTech Solution Co., Ltd.
Software Agency System co.,Ltd	Japan Automatic Development Co., Ltd.
Software Consultant Corporation	Nippon Information and Communication
SCSK Corporation	Japan Information Processing ServiceCo.,Ltd.
ETRIA Co., Ltd.	Japan Business Systems, Inc.
SB Technology Corp.	Hewlett-Packard Japan, Ltd.
NTT DATA CCS CORPORATION	JAPAN PROCESS DEVELOPMENT CO.,LTD
NEC Solution Innovators, Ltd.	NEXTSCAPE INC
NSD CO., LTD.	Net One Systems Co., Ltd.
NCS&A Co., Ltd.	Nomura Research Institute, Ltd.
NDI SOLUTIONS LTD.	PERSOL LEARNING INSTITUTE CO., LTD.
NTT DATA i CORPORATION	PASCO CORPORATION
NTT DATA Group Corporation	PSC Inc.
NTT DATA NEWSON CORPORATION	PM Associates Corporation
NTT DATA FRONTIER COMPANY	PE-BANK,inc.
NTT DATA UNIVERSITY CORPORATION	Business Engineering Corporation
MI Digital Services Co.,Ltd	Business Engineering Corporation
MS&AD Systems Company, Limited	Hitachi Academy Co., Ltd.
LTS, Inc.	Hitachi Industry & Control Solutions, Ltd.
Ocean Consulting Co, Ltd	Hitachi Systems, Ltd.
OTSUKA CORPORATION	Hitachi Social Information Services, Ltd.
Keyware Solutions Inc.	Hitachi, Ltd.
Canon Inc.	Hitachi Solutions, Ltd.
Canon IT Solutions Inc.	BIPROGY Inc.
Kyndryl Japan KK	HUMAN TECHNO SYSTEM CO., LTD.
Kyndryl Japan Technology Service KK	FUJII ELECTRIC CO., LTD.
QUALICA Inc.	Flagxs Inc.
Cresco, Ltd.	Planet KK
KDDI CORPORATION	Management Solutions co., Ltd.
Kobe Steel, Ltd.	Mitsubishi Research Institute DCS Co., Ltd.
KOBELCO SYSTEMS CORPORATION	Mitsubishi Research Institute, Inc
Sciforma	Mitsubishi Electric Corporation
JFE Systems, Inc.	MITSUBISHI ELECTRIC ENGINEERING COMPANY LIMITED
JQ Inc.	Mitsubishi Electric Software Corporation
JSOL Corporation	Meiji Yasuda System Technology Company Limited
JBCC Corporation	Pelnox, Ltd.
System Integrator Corp.	Learning Tree International
SYSTEM INFORMATION CO., LTD.	LAC Co., Ltd.
SystemSquare Corporation	Recruit Co., Ltd.
T.D.I.CO., LTD.	Ricoh Company, Ltd.
Smartsheet Japan K. K.	Ricoh Japan Corporation
Sumitomo Electric Information Systems Co., Ltd.	LOGISTEED Solutions, Ltd.
Sony Semiconductor Solutions Corporation	Wacom Co., Ltd.
Sompo Systems Inc.	World Famous INC.

Academic Sponsor List (56 Organizations)

International Management, Aoyama Gakuin University (Aoyama Business School)
Otsuka Laboratory, Department of Architecture, National Institute of Technology, Akashi College
Department of Communication and Business, College of Media and Communication, Edogawa University
Center for Student Affairs, Institute for Education and Student Support, Maruyama's Laboratory, Ehime University
Faculty of Engineering and Graduate School of Science and Engineering, Ehime University
Institute for Development of Digital Human Resources, Ehime University
Center for Advanced Education in Entrepreneurship and Innovation, Faculty of Liberal Arts, Sciences and Global Education, Osaka Metropolitan University
Management of Industry and Technology, Graduate School of Engineering, Osaka University
University Research Administrator, Okayama University
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Hosei Business School of Innovation Management, Hosei University
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